Human Resources and Skills Development Canada

2012–13

Departmental Performance Report

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Message from the Minister of Employment and Social Development

As the new Minister of Employment and Social Development I am pleased to lead our government's reforms of Canada's labour market. Whether it is by strengthening our skills and employment initiatives or supporting families and communities through income security programs, Employment and Social Development Canada plays a key role in ensuring the continued well-being and long-term prosperity of Canadians.

I am pleased to present the 2012–13 Departmental Performance Report. The Department's focus has remained on the government's top priority creating jobs, economic growth and long-term prosperity by helping all Canadians, including under-represented groups, participate in the labour market and reach their full potential. We are also focused on modernizing and improving the way we do business.

Over the past year, the Department has strived to ensure all Canadians continue to benefit from the highest level of service. Last year we implemented measures to ensure that Canada's Old Age Security program remains sustainable, and made modest and reasonable changes to the Employment Insurance program to better connect unemployed Canadians with available jobs in their local area that match their skills. We focused on job creation and opportunities, and provided additional support to help more young people gain tangible skills and experience.

While delivering on these government priorities, the Department began using social media to engage and communicate with Canadians and increased the use of online tools and Web-based applications to deliver many programs and services. We also put in place a series of new, stronger policies and processes on privacy and security, particularly around the management of personal information.

Looking ahead, the Department remains committed to delivering the Government's *Economic Action Plan* helping create jobs and growth while continuing to provide value to hard-working Canadian taxpayers. I want to thank employees for their work in ensuring Canada's continued strength and success.

The Honourable Jason Kenney, P.C., M.P.
Minister of Employment and Social Development
and Minister for Multiculturalism

Message from the Minister of Labour

Canada's economy is strengthened by having safe, fair and productive work environments, and cooperative labour relations. As the new Minister of Labour, I am pleased to highlight the accomplishments we have achieved in support of promoting safe workplaces and constructive labour-management relations through our programs and services.

The Labour Program will continue to modernize and transform the way it delivers its core business to better respond to the evolving needs and expectations of Canadians. This includes progressively replacing existing paper-based services with electronic tools to further enhance program delivery. It also includes furthering the reduction of red tape and administrative burden for small businesses, while also facilitating compliance.

The Federal Mediation and Conciliation Service (FMCS) helps employers and unions maintain positive and constructive relations. In 2012–13, 94 percent of collective agreements were renewed without a work stoppage when the FMCS was involved. We know that better labour-management relationships reduce the risk of work stoppages. This is why we have invested in the Preventive Mediation Program, with several workplace workshops delivered in 2012–13.

As workplaces evolve, new occupational health and safety issues arise. This year, the Labour Program contributed to the development of a voluntary national standard for psychological health and safety. In addition, the Labour Program continued to conduct proactive inspections in high-risk work environments in order to ensure safer workplaces for Canadians.

Canada is dedicated to creating and maintaining responsive international labour standards. The Labour Program advanced negotiations on several Labour Cooperation Agreements with other countries, alongside free trade agreements, which commits Canada and our partners to maintaining certain minimum labour standards.

By protecting Canadian workers and employers, ensuring safe workplaces, strengthening labour-management relations, and playing a leadership role in international labour affairs, the Labour Program is pivotal in advancing Canada's economy. We will maintain our efforts in the coming years to ensure that Canada remains globally competitive and prosperous.

The Honourable Dr. K. Kellie Leitch, P.C., O.Ont., M.P.
Minister of Labour and Minister of Status of Women

Section I: Organizational Overview

Raison d'être

The mission of Human Resources and Skills Development Canada (HRSDC) is to build a stronger and more competitive Canada, to support Canadians in making choices that help them live productive and rewarding lives and to improve Canadians' quality of life. The Department delivers a range of programs and services that affect Canadians throughout their lives through three business lines: programs that support human resources and skills development, the Labour Program and Service Canada.

Responsibilities

To fulfill its mission, the Department is responsible for:

- supporting a flexible, national labour market;
- increasing participation in the labour force;
- removing barriers to post-secondary education attainment and skills development;
- overseeing federal labour responsibilities;
- providing income support to seniors, families with children and Employment Insurance beneficiaries; and
- delivering Government of Canada programs and services on behalf of other departments and agencies.

Included in these core roles are responsibilities for the design and delivery of some of the Government of Canada's most well-known statutory programs and services, including:

- Old Age Security;
- the Canada Pension Plan;
- Employment Insurance;
- Canada Student Loans and Grants;
- the Canada Education Savings Program;
- the National Child Benefit;
- the Universal Child Care Benefit; and
- the Wage Earner Protection Program.

These direct benefits to Canadians are part of Canada's social safety net and represent almost 95 percent of the Department's expenditures.

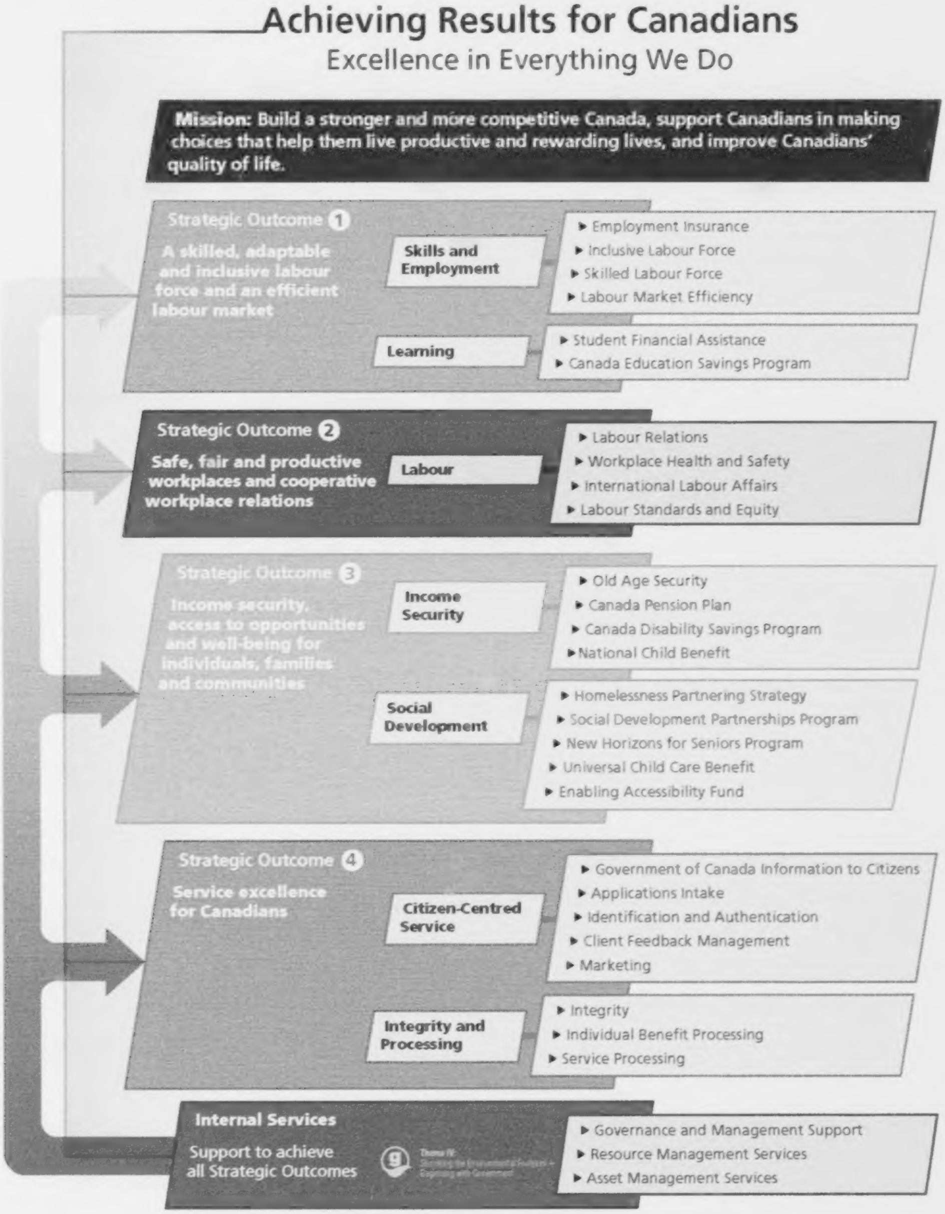
The Labour Program is responsible for overseeing federal labour responsibilities, including facilitating compliance with labour, occupational health and safety, labour standards, and employment equity legislation, as well as assisting trade unions and employers in the negotiation of collective agreements and their renewal in federally regulated workplaces. The Labour Program also represents Canada in international labour organizations, and negotiates and implements labour provisions in the context of trade liberalization initiatives.

Through Service Canada, the Department helps Canadians access departmental programs—as well as other Government of Canada programs and services—at close to 600 points of service across the country. In addition to in-person services, the organization serves the needs of Canadians online at **servicecanada.gc.ca** and by telephone through 1 800 O-Canada and its network of program-based call centres.

Finally, through grants and contributions, the Department provides funding to other orders of government and organizations within the voluntary and private sectors, educators and community organizations to support projects that meet the labour market and social development needs of Canadians.

Strategic Outcomes and Program Alignment Architecture

The Program Alignment Architecture (PAA) depicted below lists the programs offered by HRSDC and the strategic outcomes that the programs are designed to achieve for Canadians. It also includes services that are internal to the Department and supports the achievement of HRSDC's four strategic outcomes.


Achieving Results for Canadians
Excellence in Everything We Do
Mission: Build a stronger and more competitive Canada, support Canadians in making choices that help them live productive and rewarding lives, and improve Canadians' quality of life.
Strategic Outcome 1
A skilled, adaptable and inclusive labour force and an efficient labour market
Skills and Employment
Employment Insurance
Inclusive Labour Force
Skilled Labour Force
Labour Market Efficiency
Learning
Student Financial Assistance
Canada Education Savings Program
Strategic Outcome 2
Safe, fair and productive workplaces and cooperative workplace relations
Labour
Labour Relations
Workplace Health and Safety
International Labour Affairs
Labour Standards and Equity
Strategic Outcome 3
Income security, access to opportunities and well-being for individuals, families and communities
Income Security
Old Age Security
Canada Pension Plan
Canada Disability Savings Program
National Child Benefit
Social Development
Homelessness Partnering Strategy
Social Development Partnerships Program
New Horizons for Seniors Program
Universal Child Care Benefit
Enabling Accessibility Fund
Strategic Outcome 4
Service excellence for Canadians
Citizen-Centred Service
Government of Canada Information to Citizens
Applications Intake
Identification and Authentication
Client Feedback Management
Marketing
Integrity and Processing
Integrity
Individual Benefit Processing
Service Processing
Internal Services
Support to achieve all Strategic Outcomes
Governance and Management Support
Resource Management Services
Asset Management Services

The full PAA is available at **www.hrsdc.gc.ca/eng/publications/paa/index.shtml**.

Organizational Priorities

In the past year, HRSDC made changes aimed at efficiency and productivity enhancement, through program design and innovation, and implementing new business processes that promote efficiency and collaboration across organizations. The Department's approach has focused on better aligning its activities with a set of priorities, achieving its fiscal targets, modernizing the way it does business and ensuring that Canadians are receiving the best service.

Efforts in 2012–13 to improve efficiency and effectiveness of programs and business processes underlie some important achievements that have a direct impact on Canadians. The Department succeeded in: consolidating the four tribunals that deal with Employment Insurance (EI), Canada Pension Plan and Old Age Security (OAS) appeals into the new Social Security Tribunal; substantially reducing the cost of processing EI claims through continued modernization and automation of program delivery while delivering on a sizeable policy agenda; improving service to seniors through automation and streamlining of processes for those applying for OAS benefits; easing the process for Grants and Contributions applicants and agreement holders by standardizing applications and agreements and improving the Web portal.

The results the Department provides for Canadians also rely on streamlining and innovation in internal processes. In 2012–13, for example, the Department's Enabling Service Renewal Program launched several initiatives that will allow employees to access services more rapidly and assist in locating resources necessary to do their work. Service Canada's consolidation of processing and administrative functions along with automation of certain systems and provision of online services reduced the need for paper-based, manual processes by staff. The Department undertook various measures as well to use tax dollars more efficiently: consolidating training by using Service Canada College as a common provider; lowering travel expenditures by 15 percent in comparison with the previous year; and encouraging the greater use of teleconferencing and videoconferencing to do business.

In 2012–13, the Department successfully met the objectives of all of its priorities outlined in the 2012–13 Report on Plans and Priorities. The above highlights provide some sense of the Department's achievements. The following table provides more details of the progress made against the Department's planned commitments:

Priority	Type	Strategic Outcomes
Service Delivery Business Transformation	Continuing from previous years	**Strategic Outcome 1** A skilled, adaptable and inclusive labour force and an efficient labour market **Strategic Outcome 3** Income security, access to opportunities and well-being for individuals, families and communities **Strategic Outcome 4** Service excellence for Canadians

Summary of Progress

- **Improving Employment Insurance, Canada Pension Plan, and Old Age Security service**

  The Department achieved important milestones on Employment Insurance (EI) automation, with the introduction of new e-Services via the Internet. This has resulted in expanded automation regarding decisions on continuing claims, contributing further to the reduction of manual work items.

  As part of *Economic Action Plan 2012*, HRSDC consolidated the four tribunals that address EI, Canada Pension Plan (CPP) and Old Age Security (OAS) appeals into a single decision-making body to form the new Social Security Tribunal (SST), which began its operations on April 1, 2013. In conjunction with its work on the SST, the Department also developed the new Request for Reconsideration process. This is a mandatory step where claimants are able to request a review of a decision regarding EI benefits prior to filing an appeal with the SST, thereby streamlining the number of appeals heard by the Tribunal.

  In 2012, the Department began implementation of a four-year service improvement strategy for OAS benefits, and the Guaranteed Income Supplement. This included establishing the systems and processes to launch the first phase of automatic enrolment, which removes the need for many seniors to apply for OAS benefits. Through this strategy, the Department has also expanded the suite of electronic services available and updated business processes to streamline access to benefits for those who cannot be offered an automatic enrolment process. The Department has also worked with Citizenship and Immigration Canada on plans to streamline the application process for OAS applicants who are born abroad.

  The Department also began implementing an action plan to respond to the 2011 CPP Disability Summative Evaluation which recommended a number of improvements regarding the design and delivery of the CPP Disability program. The Plan includes simplifying and modernizing the CPP Disability application process.

- **Modernizing call centre operations and enabling greater levels of self-service and online transactions**

  HRSDC encouraged Canadians to take advantage of online services by promoting the availability of tools and information at **servicecanada.gc.ca**. Digital marketing campaigns were launched to encourage Canadians to apply for Employment Insurance (EI) online, utilise the My Service Canada Account, sign up for e-Record of Employment and use the Benefits Finder. Web improvements have been made to ensure that EI claimants can complete all stages of a straightforward claim without having to call or visit a Service Canada Centre. In addition, Service Canada has also developed a presence on social media sites, including Twitter, YouTube and Facebook, which encourage Canadians to go to the Web first to access online tools. Web videos and tutorials were developed to help guide users through online experiences once they visit the website.

  Service Canada moved forward with a call centre modernization agenda to align call centres with industry best practices and ensure that they are capable of supporting the service vision of the Department. This call centre modernization enabled more issues to be resolved at the first point of contact and introduced dynamic scheduling of agents to better align call handling capacity with call demand.

  In 2012–13, the EI, Canada Pension Plan (CPP) and Old Age Security (OAS) specialized call centres received a total of 45.6 million phone calls. For EI, 84 percent and for CPP and OAS, 92 percent of calls were resolved through the first interaction.

- **Modernizing grants and contributions**

  The Department continues to implement its modernization agenda for Grants and Contributions (Gs&Cs). In 2012–13 several initiatives were launched to streamline and standardize processes and reduce administrative burden for applicants and recipients. These included:
  - establishing a new, consolidated Gs&Cs Service Delivery Centre for all nationally-delivered Gs&Cs programs;
  - implementing a standardized application and common agreement for use across all contribution programs;
  - implementing enhanced risk management to reduce reporting and monitoring requirements;
  - rolling-out direct deposit as a payment option for Gs&Cs funding recipients;
  - launching a targeted pilot of Gs&Cs online services to provide recipients a secure and user-friendly environment to apply for funding online and to manage active projects; and
  - fully implementing a training strategy for Gs&Cs across the Department.

- **Implementing and delivering new service offerings on behalf of other departments**

  In 2012–13 Service Canada delivered service offerings on behalf of other government departments, which included:
  - As of July 2012 implemented in-person support for the provision of general information and for application intake on behalf of Veterans Affairs Canada for Disability Benefits and for the Veterans Independence Program was implemented.
  - Since the fall of 2012, Service Canada provided increased support to Canada Revenue Agency (CRA) clients, including assistance at the Service Canada Centres (SCCs) to navigate the CRA website, providing direct phone access to CRA call centres, making tax filing information available across service delivery channels (phone, Web and in-person), and providing T1 General Tax forms in all SCCs for the 2012 tax season. Additionally, Service Canada conducted promotional activities through its digital media platforms to increase take-up of online tax filing.
  - Service Canada renewed its agreement with Passport Canada to continue to deliver passport receiving agent services until 2016. Service Canada can accept standard passport applications in designated receiving agent locations, review the applications to make sure they are complete, collect fee payments, and send the application with supporting documents (proof of citizenship, identity document and photos) to Passport Canada for processing. In selected receiving agent sites, Service Canada also performs validation of citizenship and identity documents so that applicants do not need to submit them with their passport application. Effective July 2, 2013, Service Canada became responsible for the delivery of passport services

Priority	Type	Program
Enabling Services Renewal Program	Continuing from previous years	**Internal Services** Support to achieve all Strategic Outcomes

Summary of Progress

- **Finalizing an integrated model and standard business processes for human resources, financial management, information technology, learning and departmental security**

  Planning continued for the implementation of the "click, call, consult" internal service delivery model, scheduled to be delivered in phases over the next three years. The first iteration, iService, was launched across the Department in April, 2012, and included a Single Window for employees to access current enabling service information (see page 98 for more information on the Enabling Services Renewal Program); a supporting National Enquiry Service for navigation support of the new iService site; and Business Process Improvements for three key business processes: published step-by-step hire and departure workflow processes; a calendar identifying planning and reporting requirements; and procurement information. In 2013–14, a new process for separation clearance will be implemented, which integrates information from the Human Resources Services Branch, the Innovation, Information and Technology Branch, and the Chief Financial Officer Branch and Departmental security policies, practices and protocols to create a more a consistent, national approach to manage employee departures.

The Service Canada College @ HRSDC is participating in Common Human Resources Business Process (CHRBP) Five to implement standardized processes for learning across the Portfolio. The Office of Chief Human Resources Officer has mandated all departments to fully implement CHRBP for their internal human resources processes by March 31, 2014. Process Five refers to employee performance, learning, development and recognition. The College has contributed to the development and implementation of new priorities and the directive on the management of Official Language (OL) learning investments. It has developed a national planning process and tools to capture and manage OL training needs.

- **Replacing the aging corporate administrative systems that support enterprise resource planning**

  The Enabling Services Renewal Program completed a series of major planning exercises for the implementation of the Systems, Applications and Products (SAP) (for financial and material management) and PeopleSoft (for human resources management). These will replace the Department's current aging Enterprise Resource Planning system (the Corporate Management System) and move from an in-house software solution to a commercial off-the-self solution in fiscal year 2014–15.

- **Providing training to support employees, managers and executives as they transition to the Enabling Services Renewal Program-transformed internal services model**

  Prior to the launch of iService, HRSDC executives, managers and employees were engaged through focus groups, and training packages were developed to help them understand and navigate the new site. The Enabling Services Renewal Program continued to collaborate closely with both external and internal stakeholders, as the Department prepares for the implementation of the two Enterprise Resource Planning systems.

Priority	Type	Strategic Outcomes
Modernizing and improving policies and programs	New	**Strategic Outcome 1** A skilled, adaptable and inclusive labour force and an efficient labour market **Strategic Outcome 2** Safe, fair, and productive workplaces and cooperative workplace relations **Strategic Outcome 3** Income security, access to opportunities and well-being for individuals, families and communities

Summary of Progress

- **Examining ways to make Employment Insurance more responsive and efficient**

  HRSDC looked at ways to improve Employment Insurance (EI) Part I (temporary financial assistance to workers who have lost their job) and Part II (services to assist individuals to prepare for, obtain and maintain employment) programming to further assist Canadians in responding to uncertain labour market conditions and, at the same time, ensure that it provides the right incentives in the long term. Through the *Economic Action Plan (EAP) 2012*, HRSDC introduced changes to the EI program to help better connect Canadians with available jobs. The Department also implemented aspects of the Connecting Canadians with Available Jobs initiative, as announced in *EAP 2012*, including introducing regulatory changes to clarify long-standing requirements with respect to defining reasonable job searches and suitable employment of EI claimants, enhancing labour market information and continuing to review the Temporary Foreign Worker Program to ensure that Canadians are considered first for available jobs. Additionally, Bill C-44, the *Helping Families in Need Act*, received Royal Assent in December 2012 and will help relieve some of the financial pressure on families during difficult times, such as caring for a child with a critical illness or injury. Finally, the Government introduced legislative changes to the EI rate setting mechanism to enhance the predictability and stability of the EI premium rate. *EAP 2012* limited premium rate increases to 5 cents per 100 dollars insurable earnings until the EI Operating Account regains its balance. Premium rates will then be set annually at a seven-year break-even rate, with annual adjustments limited to 5 cents per 100 dollars.

- **Ensuring that learning and employment-related programs remain responsive to changing socioeconomic conditions**

  HRSDC ensured that learning and employment-related programs remained responsive to changing socioeconomic conditions launching a number of innovative social partnership pilots under the Youth Employment Strategy (Career Focus and Skills Link) and the Literacy and Essential Skills programs. To support apprenticeships in Canada, the Department worked with the provinces and territories, as well as stakeholders on multiple forms of assessment (i.e. practical tests) under the Red Seal Program, which will continue in 2013–14. The Department implemented additional funding for the Opportunities Fund for Persons with Disabilities and for the Youth Employment Strategy, and completed consultations on the second set of target occupations under the Pan-Canadian Framework for the Assessment and Recognition of Foreign Credentials. Additionally, work was done with Aboriginal Affairs and Northern Development Canada to reform the Income Assistance Program for First Nations. Finally, the Department improved the collection and dissemination of labour market information by working on job information enhancements to the Working in Canada website and launching the Sectoral Initiatives Program, which supports the development and dissemination of Labour Market Information including national occupational standards and certification/accreditation regimes in key sectors of Canada's economy.

  In line with Budget 2011 commitments, HRSDC implemented the Loan Forgiveness Program which provides loan forgiveness to doctors, residents in family medicine, nurse practitioners and nurses who work in rural or remote communities. The Department streamlined service delivery to Canada Student Loan borrowers by successfully implementing: the Master Student Financial Assistance Agreements in Ontario, Newfoundland and Labrador, Saskatchewan, Manitoba and Nova Scotia; the Electronic Confirmation of Enrolment Portal and an electronic application for the federal Repayment Assistance Plan. The Department has also implemented its plan for managing the Canada Student Loans Program portfolio loan limit by increasing to $19 billion from its previous level of $15 billion, ensuring that all eligible borrowers can receive assistance.

- **Modernizing labour programs and operations**

  In keeping with the Government's commitment to maintaining strong, productive, healthy, and competitive workplaces, the Labour Program continued to modernize its policies, programs, and business practices. To reduce the paper burden and improve speed of service for employers, the Labour Program continued to move from paper based services to electronic tools. In order to facilitate occupational health and safety compliance, the Labour Program launched a Web-based reporting tool in January 2013, permitting federally regulated employers to submit their annual health and safety report electronically.

  A number of amendments were made to Part I (Industrial Relations) and Part III (Labour Standards) of the *Canada Labour Code* over the past year. Once in force, these amendments will lead to improved collective agreement filing, protection for recipients of long-term disability insurance benefits, enhanced structuring of fines, streamlining of compliance requirements, job protection for parents of critically ill, murdered, and missing children, and the elimination of mandatory retirement in the federal jurisdiction.

  In support of achieving greater value for Canadians, the Federal Workers Compensation Service redesigned its third-party claims process, which increased/improved the efficiency and effectiveness of program administration and helped to avoid costly effort and unnecessary litigation.

- **Expanding the Preventive Mediation Program**

  In 2012–13, the Labour Program expanded its preventive mediation activities, which included delivering regional workshops to management and union groups on new approaches to collective bargaining that foster cooperative relationships.

- **Advancing the social partnerships agenda**

  To support innovative ways to address complex social challenges, HRSDC is piloting new partnership models and exploring the potential of social finance. Under the Social Development Partnerships Program, HRSDC developed pilot projects to further test the potential to leverage community assets for improved social impacts through expanded involvement of not-for-profit organizations in program funding and delivery. The Department assessed results for each type of pilot identifying opportunities to scale up projects that have demonstrated benefits. It also began designing different types of models to test the capacity of third parties to deliver grants on the Department's behalf. The Career Focus and Skills Link programs, as well as the Office of Literacy and Essential Skills, have also developed pilots to test the leveraging capacity of community organizations in addition to developing pay for performance pilots. To test the potential of social finance in Canada, HRSDC launched the Web-based Call for Concepts for Social Finance in November 2012 and asked Canadians to submit ideas on how for-profit organizations, not-for-profits, charities, foundations and individuals can use social finance to address social issues in their communities. Over 150 concepts covering a range of social finance models were submitted by the end of January 2013.

- **Continuing policy work on Canada Pension Plan, Old Age Security and Canada Pension Plan Disability to ensure that the programs remain responsive, modern and efficient in the face of demographic and societal change**

  In 2012–13, as a result of Canada Pension Plan (CPP) policy changes stemming from Bill C-51 (*Economic Recovery Act (stimulus)*), pension coverage was modestly expanded and fairness was improved in the Plan's flexible retirement provisions. HRSDC also continued implementation of the Bill C-51 initiatives resulting from the 2007–09 Triennial Review of the CPP, including the implementation of the new Post-Retirement Benefit (PRB). This benefit is an additional monthly benefit that is added to the CPP retirement pension. It is the first new benefit added to the CPP since it was established in 1966. Contributions toward the PRB began in January 2012 and in April 2013 Service Canada issued the first PRB payments.

  The *Jobs, Growth, Long-term and Prosperity Act* (2012) introduced important changes to the Old Age Security (OAS) program. To ensure the sustainability of the program for future generations, the age of eligibility for the OAS pension and the Guaranteed Income Supplement will be gradually increased from 65 to 67, starting in April 2023. To improve flexibility and choice, starting in July 2013, individuals will be able to defer take-up of their OAS pension for up to five years in exchange for a higher pension at a later date. The Department has started a proactive enrolment regime that eliminates the need for many seniors to apply for OAS benefits and reduce the Government's administrative costs.

  The Department has also developed a detailed Management Action Plan to address the recommendations of the 2011 CPP Disability Summative Evaluation. CPP Disability's modernization agenda is being advanced through three key areas of work: streamlining and simplifying applications; improving performance management; and supporting beneficiaries' return to work. Opportunities will be sought to advance this action plan in the context of broader modernization efforts (e.g. CPP modernization).

Priority	Type	Strategic Outcomes
Supporting employees, maintaining effective management practices and continuing to support public service renewal	Ongoing	**Strategic Outcome 1** A skilled, adaptable and inclusive labour force and an efficient labour market **Strategic Outcome 2** Safe, fair, and productive workplaces and cooperative workplace relations **Strategic Outcome 3** Income security, access to opportunities and well-being for individuals, families and communities **Strategic Outcome 4** Service excellence for Canadians

Summary of Progress
• **Using Voice of the Employee input to gather employees' feedback on how they perceive the organization and the roll-out of the change initiatives** The Voice of Our Employees initiative continued to gather employee ideas, suggestions and feedback on elements where Service Canada can improve or enhance service excellence. Employee contributions were taken into consideration as part of service improvement, such as mapping all Service Canada Centres correctly in Google maps so that citizens are now able to find the appropriate Service Canada Centre nearest to them. • **Developing a national learning strategy and workplan in support of skills requirements, including a workplan for e-learning** In 2012–13, Service Canada College @ HRSDC developed a national learning strategy and work plan, based on common and required training for HRSDC staff. The strategy includes training for common learning, such as: Performance Management, Leadership and Management skills, Project Management, Planning for Retirement, Preparing Briefing Notes, Decoding Disability and Duty to Accommodate, Systems, Applications and Products (SAP) and PeopleSoft training. The College also supported the workforce adjustment learning strategy and trained close to 2,400 employees at all levels. In addition, the College developed an e-learning strategy and associated work plan. The strategy focussed on converting traditional classroom training into e-learning solutions and designing new learning products for blended learning delivery. The strategy also included a work plan to increase e-learning competencies across the Department, by providing training to employees to enhance and improve skills. This work led to increasing learning solutions with an e-learning component from 30.8 percent to 42.6 percent in 2012–13. There were 86 new e-learning modules developed in 2012–13, which provided departmental employees the opportunity to participate in additional learning activities without the need to travel, resulting in about one million dollar savings for the Department. To support the current and future e-learning environment, focus was also placed on stabilizing and standardizing the learning technologies infrastructure used within the Department and aligning these technologies with other departmental transformation activities. • **Implementing the Department's Workforce Management Strategy** To ensure department-wide readiness both for workforce adjustment and for the implementation of other business modernization initiatives, HRSDC updated its Workforce Management Strategy for fiscal year 2012–13. This updated Strategy ensured the Department had the right people doing the right jobs with the right skills to continue to provide services to Canadians during a period of major transition. HRSDC applied all provisions of workforce adjustment agreements to help manage impacts of fiscal reductions on employees. The Department made every effort to find suitable alternate employment for all affected indeterminate employees wishing to remain in the public service, and to support employment continuity for indeterminate employees wherever possible. Vacancy management committees ensured consistency, fairness and transparency in the review and approval of indeterminate staffing requests across the Department. An automated vacancy management system allowed the Department to successfully manage many job impacts within HRSDC through the referral of departmental priority employees needing placement to available job vacancies. • **Implementing a change management leadership framework** To ensure that HRSDC's transformation agenda was being addressed in an integrated fashion, the Department created a senior-level oversight body. This body is responsible for ensuring emerging risks and issues are resolved and the implementation of transformation projects is being actively monitored. The Department instituted multi-year financial forecast for 2012–13 to 2014–15, as well as provided dedicated human resources to support employees and managers throughout workforce adjustment. The Department communicated its excellence agenda through a multi-pronged approach, using multiple channels and engagement opportunities, particularly with Communities of Practice across the Department, and engaging employees in online dialogue via Social Media.

- **Strengthening management measures in support of legislative and policy requirements in the areas of privacy, security and internal integrity**

  In 2012–13, the 2012 *Budget Implementation Act*, harmonized and consolidated privacy provisions contained in five pieces of departmental and program legislation into a single privacy code under the *Department of Human Resources and Skills Development Act*. On March 1, 2013, the regulations finalizing the implementation of the privacy code came into force. The consolidation of these provisions into a single privacy code provides a clear and consistent legal framework for the use and making available of personal information under the custody and control of the Department.

  As part of HRSDC's 2012–13 Privacy Renewal Action Plan, the Department implemented a series of new, stronger policies and processes in the area of privacy and security, including the development and release of a directive on the management of security incidents involving personal information, the re-design and implementation of a new streamlined privacy impact assessment process and report, the development of a renewed privacy awareness strategy, the development of a training module to support the privacy component of the new mandatory integrated training strategy, and consultation and engagement of senior management on privacy accountabilities, roles and responsibilities.

  HRSDC's Departmental Security Plan was approved in August 2012. The objective of this security plan is to strengthen the management of departmental security activities and priorities, including security risk assessment, training and awareness, inspection and evaluation exercises, performance measurement and quality assurance. The Department continued its active participation in interdepartmental security and emergency management committees and shared security knowledge, experience, and practices through direct engagement with other federal organizations.

  The privacy incidents involving the loss of personal information on portable USB storage devices prompted the rapid implementation of a new directive on USB storage devices, which prohibits the use of non-departmentally issued unencrypted USB devices and the connection of personal devices to Departmental hardware and networks. Extensive corporate communications to employees and direct employee engagement on the protection of departmental information assets was conducted across all branches and regions, as was a series of mandatory awareness sessions.

- **Improving information management**

  Departmental branches and regions have initiated information management (IM) action plans supported by regular IM strategy updates to senior management governance committees. With ongoing IM awareness, training and engagement plans, plus integration of IM foundational elements into new technologies, the Department is improving its information management practices and is on track to meet the 2015 deadline for Treasury Board Secretariat Record Keeping Directive.

- **Maintaining an effective financial management and internal control framework**

  The Department continued to implement the Treasury Board Policy on Internal Control, which focuses on ensuring that there is a plan to monitor and address risks related to the reliability of financial reporting among other areas. The policy was introduced in 2009 and since then the Department has progressed in the assessment and strengthening of internal control over financial reporting and, in particular, in assessing key internal controls in several major business processes (e.g. Old Age Security, Canada Student Loans Program, Operations and Maintenance expenses, etc.). A target date of March 31, 2016, is set for completion of the first full risk-based assessment of key internal controls for all identified business processes.

Risk Analysis

As a large organization with a broad and diverse mandate, HRSDC continually adapts to an ever-changing environment. An aging Canadian population, the effect of changing economic conditions on social and economic opportunities for Canadians, and rising expectations for service are accompanied by finite resources. In addition, an ever-changing technological environment has required HRSDC to modernize its business, service delivery channels, as well as update programs and policies, while improving security and privacy measures.

Risk management is an essential part of the Department's planning activities and helps ensure achievement of desired objectives. In 2012–13, the Department identified four key corporate risk themes including the Transformation Agenda, Privacy, Information Technology, and Human Resources Management. These risk themes, reviewed by the external Departmental Audit Committee, relate to the internal management of the organization. Specific risks associated with each risk theme have been identified as having significant uncertainties that could have a direct impact on HRSDC's service and program delivery. In 2012–13, for each of these risks, responses were identified, progress on responses are outlined in the following table against each risk theme.

Risk	Risk Response Strategy	Link to Program Alignment Architecture	Link to Organizational Priorities
Transformation Agenda	In order to implement and manage risks associated with an ambitious change agenda, in 2012–13 HRSDC used several monitoring and reporting mechanisms, including: • Maintaining a designated area within the Department that provides strategic advice to the Deputy Minister on the status of the implementation of the Department's modernization initiatives. This designated area also regularly monitors and reports on the status of the implementation to senior management, supporting the identification of horizontal risks and mitigation strategies. • Maintaining a Deputy Minister-level departmental steering committee, which meets bi-weekly to ensure that the Department's transformation agenda is being addressed in an integrated and coordinated fashion; emerging risks and issues are resolved; and the implementation of transformation projects is actively monitored.	All four strategic outcomes and internal services	All priorities identified in the 2012–13 RPP (**www.tbs-sct.gc.ca/rpp/2012-2013/inst/csd/csd00-eng.asp**)

	The Department has established business relationship management areas within the Innovation and Information Technology Branch to improve the Information Technology (IT)/Client partnership model in the delivery of IT investments, ensuring greater understanding of potential change impacts and overall risk management of the projects. The Department is continuing the integration of its investment process with the corporate resource management function and the integrated multi-year financial management/work force adjustment forecasting and tracking tools (which have been developed and implemented). Updates have been made to the investment plan and associated planning process to ensure that the Department's resources are aligned to HRSDC's highest priority projects. Priorities and projects are assessed annually to ensure that resources are available and assigned. In the months leading up to workforce adjustment (WFA) announcements, all branches and regions developed a human resources implementation plan that outlined the impacts and the strategies to be employed in achieving their required reductions. Prior to WFA announcements, all branch and regional management teams were provided with information sessions on WFA and Selection of Employees for Retention and Layoff to ensure that managers were equipped to respond to questions from employees. Extensive information was published on the Department's intranet site, including guidance documents for managers on a range of topics.		

Privacy	Significant progress was made in advancing the Department's Privacy Renewal agenda in fiscal year 2012–13. Program-led Privacy Action Plans were developed for HRSDC's major statutory programs and are being implemented across the organization. Departmental privacy policies and processes were also modernized, including the streamlining of the Privacy Impact Assessment process, and the implementation of a new Directive on How to Respond to Security Incidents Involving Personal Information. Work was also initiated to formalize the privacy roles and responsibilities of all employees and to finalize a renewed departmental Policy on Privacy Management, including engagement of key internal enablers and executive committees, and external stakeholders such as the Office of the Privacy Commissioner and the Treasury Board Secretariat. Other important priorities advanced in 2012–13 include focussed attention on privacy awareness activities and the development of mandatory online privacy training for all employees. These activities have contributed to the continued strengthening of the Department's Privacy Management Framework. Despite these achievements, two separate privacy incidents involving the loss of personal information by the Department affected privacy renewal priorities at HRSDC, and highlighted the important role that all HRSDC employees play in the management and protection of personal information. Over the longer term, the Department will continue to promote a proactive, risk-based approach to privacy management and promote an organizational culture committed to the stewardship of personal information.	All four strategic outcomes and internal services	All priorities identified in the 2012–13 RPP (**www.tbs-sct.gc.ca/rpp/2012-2013/inst/csd/csd00-eng.asp**)
Information Technology	As part of the ongoing management of IT risks associated with aging business applications, the Department has established a number of risk mitigation strategies to minimize the likelihood and impact of service disruptions, and guide planned investments for maximum cost-effectiveness aligned with government-wide standards.	All four strategic outcomes and internal services	All priorities identified in the 2012–13 RPP (**www.tbs-sct.gc.ca/rpp/2012-2013/inst/csd/csd00-eng.asp**)

	The mitigation strategy includes the move to commercial off-the-shelf-software (COTS) or enterprise solutions wherever possible. The Department is currently mapping out the business architecture and business needs to identify opportunities for such replacements. These investments, supported by employee training, will support the achievement of departmental savings through consolidation of applications and replacement with COTS or enterprise solutions where possible. A robust information management/ information technology (IMIT) risk management framework has been established. Governance committee oversight is a shared responsibility of Departmental management, Shared Services Canada, and the Innovation and Information Technology Branch which rely upon a continuously updated IMIT Risk Register.		
Human Resource Management	Given the demographic trends such as an aging workforce, there has been increased pressure on managers to deliver the Department's mandate while leading employees through renewal and change. To mitigate this risk and to support managers, the Department continued to implement its workforce management strategy to align human resources requirements with the implementation of the workforce adjustment. This management strategy addressed vacancy management; ensured that every effort was made to find suitable alternate employment for all affected indeterminate employees wishing to remain in the public service, and supported employment continuity for indeterminate employees wherever possible. HRSDC developed a new departmental common learning and mandatory training strategy. By brokering collective learning solutions, the Department was able to achieve efficiencies in both the cost of the learning programs and administrative overhead. There was also a significant increase in e-learning programs that highlighted the need to increase supports for learners and managers to ensure job transfer of learning.	All four strategic outcomes and internal services	All priorities identified in the 2012–13 RPP (**www.tbs-sct.gc.ca/rpp/2012-2013/inst/csd/csd00-eng.asp**)

	HRSDC re-established the Strategic Director General Learning Committee and the Learning Coordinators working group. The Department also established the new Guidelines for Second Language Training as well as the creation of an approach to common and mandatory learning with requirements for certification and revalidation of knowledge and inclusion in performance agreements.		

Summary of Performance

2012–13 Financial Resources ($ millions)

Total Budgetary Expenditures (Main Estimates)*	Planned Spending	Total Authorities (available for use)	Actual Spending (authorities used)	Difference (Planned vs. Actual Spending)
49,356.5	104,876.0	105,061.9	104,838.2	37.8

* Excludes the non-budgetary loans disbursed under Canada Student Loans Program. The Employment Insurance and Canada Pension Plan benefits are excluded from the Department's main estimates but included in planned spending.

2012–13 Human Resources (Full-Time Equivalents – FTEs)

Planned	Actual	Difference
22,719	20,219	2,500

During 2012–13, the Department shifted financial resources from personnel (unfilled FTE positions) to other money for programs such as the Enabling Services Renewal Program. Of the 2,500 FTEs identified, 1,100 left the public service through the workforce adjustment options (employees who returned to school, took early retirement, or found alternate employment within the Public Service) and the remaining 1,400 were vacant FTE positions not being staffed.

Performance Summary Tables for Strategic Outcomes and Programs ($ millions)

Strategic Outcome 1: A skilled, adaptable and inclusive labour force and an efficient labour market

Programs	Total Budgetary Expenditures (Main Estimates) 2012–13	Planned Spending			Total Authorities (available for use) 2012–13	Actual Spending (authorities used)			Alignment to Government of Canada Outcomes
		2012–13	2013–14	2014–15		2012–13	2011–12	2010–11	
Program 1.1: Skills and Employment	1,933.0	20,417.3	20,656.1	20,436.9	19,402.4	19,272.4	19,603.5	25,034.7	Income security and employment for Canadians (**www.tbs-sct.gc.ca/ppg-cpr/frame-cadre-eng.aspx**)
Program 1.2: Learning	2,782.0	2,783.8	2,899.2	2,840.2	3,265.2	3,256.9	3,184.3	2,921.1	An innovative and knowledge-based economy (**www.tbs-sct.gc.ca/ppg-cpr/frame-cadre-eng.aspx**)
Strategic Outcome 1 Sub-Total	**4,715.0**	**23,201.1**	**23,555.3**	**23,277.1**	**22,667.6**	**22,529.3**	**22,787.8**	**27,955.8**	

The decrease in actual spending of more than $5 billion from 2010–11 is mainly due to a decrease of $2.9 billion resulting from a statutory payment associated with the 2010–11 temporary Employment Insurance (EI) benefit enhancement measures. It is also the result of a decrease of $1.7 billion in EI benefits mainly due to a change in the unemployment rate from 7.9 percent in 2010–11 to 7.4 percent in 2011–12, and to a decrease of $0.5 billion in EI Part II.

Strategic Outcome 2: Safe, fair, and productive workplaces and cooperative workplace relations

Programs	Total Budgetary Expenditures (Main Estimates) 2012–13	Planned Spending			Total Authorities (available for use) 2012–13	Actual Spending (authorities used)			Alignment to Government of Canada Outcomes
		2012–13	2013–14	2014–15		2012–13	2011–12	2010–11	
Program 2.1: Labour	286.5	286.5	271.2	265.6	260.2	257.2	270.0	262.8	A fair and secure marketplace (**www.tbs-sct.gc.ca/ppg-cpr/frame-cadre-eng.aspx**)
Strategic Outcome 2 Sub-Total	**286.5**	**286.5**	**271.2**	**265.6**	**260.2**	**257.2**	**270.0**	**262.8**	

There are no significant variances. The annual planned spending decreases are related to planned streamlining of service delivery and a focus on the Program's core mandate and high-priority areas.

Strategic Outcome 3: Income security, access to opportunities and well-being for individuals, families and communities

Programs	**Total Budgetary Expenditures (Main Estimates) 2012–13**	**Planned Spending**			**Total Authorities (available for use) 2012–13**	**Actual Spending (authorities used)**			**Alignment to Government of Canada Outcomes**
		2012–13	2013–14	2014–15		2012–13	2011–12	2010–11	
Program 3.1: Income Security	40,308.1	75,722.2	80,680.5	85,278.4	76,315.6	76,309.5	71,613.9	67,430.8	Income security and employment for Canadians (**www.tbs-sct.gc.ca/ppg-cpr/frame-cadre-eng.aspx**)
Program 3.2: Social Development	3,007.2	3,007.2	3,030.1	2,906.9	3,026.6	2,996.6	2,865.6	2,917.3	A diverse society that promotes linguistic duality and social inclusion (**www.tbs-sct.gc.ca/ppg-cpr/frame-cadre-eng.aspx**)
Strategic Outcome 3 Sub-Total	**43,315.3**	**78,729.4**	**83,710.6**	**88,185.3**	**79,342.2**	**79,306.1**	**74,479.5**	**70,348.1**	

Annual increases are mainly due to increased Old Age Security (OAS) and Canada Pension Plan (CPP) benefits associated with the aging population and changes in average monthly benefits. The number of CPP and OAS beneficiaries for this fiscal year was 5.8 million and 5.1 million respectively, similar to the number that was planned for 2012–13. The monthly rate was higher by an average of approximately $2.72 per month for CPP and lower by an average of approximately $2.19 per month for OAS compared to the planned number.

Strategic Outcome 4: Service excellence for Canadians

Programs	Total Budgetary Expenditures (Main Estimates) 2012–13	Planned Spending			Total Authorities (available for use) 2012–13	Actual Spending (authorities used)			Alignment to Government of Canada Outcomes
		2012–13	2013–14	2014–15		2012–13	2011–12	2010–11	
Program 4.1: Citizen-Centred Service	400.2	400.2	284.5	276.7	337.6	330.4	481.6	520.9	A transparent, accountable and responsive federal government (**www.tbs-sct.gc.ca/ppg-cpr/frame-cadre-eng.aspx**)
Program 4.2: Integrity and Processing	618.0	618.0	697.9	649.9	787.4	774.6	786.5	748.6	A transparent, accountable and responsive federal government (**www.tbs-sct.gc.ca/ppg-cpr/frame-cadre-eng.aspx**)
Strategic Outcome 4 Sub-Total	**1,018.2**	**1,018.2**	**982.4**	**926.6**	**1,125.0**	**1,105.0**	**1,268.1**	**1,269.5**	

The annual decreases are mainly attributable to the program measures related to Budget 2011 and Budget 2012. These measures include: reductions in administrative overhead; improved service delivery efficiencies that make it easier for Canadians to deal with government while improving operational and program efficiencies; simplification of program administration to better align with government priorities; and elimination of administrative duplication in appeals and tribunal services by replacing the current administrative tribunal system for major federal social security programs with a single-window decision body. There are no reductions to front line services to Canadians.

Performance Summary Table for Internal Services ($ millions)

Support to achieve all Strategic Outcomes

Program	Total Budgetary Expenditures (Main Estimates) 2012–13	Planned Spending			Total Authorities (available for use) 2012–13	Actual Spending (authorities used)		
		2012–13	2013–14	2014–15		2012–13	2011–12	2010–11
Internal Services	831.1	831.1	874.6	805.8	958.3	933.3	959.5	925.3
Sub-Total	**831.1**	**831.1**	**874.6**	**805.8**	**958.3**	**933.3**	**959.5**	**925.3**

The variance of $102.2 million between the 2012–13 Planned Spending of $831.1 million and the 2012–13 Actual Spending of $933.3 million is mainly attributable to additional resources received during the fiscal year for items such as an advertising campaign, collective agreement and paylist requirements.

The expected decrease in 2014–15 can be mainly explained by: reductions in administrative overhead; improved operational efficiencies for better use of resources and removal of duplication in the areas of human resources, finance and technology; and consolidation of research and policy functions to better align with government priorities.

Total Performance Summary Tables ($ millions)

Strategic Outcome(s) Program(s), and Internal Services	Total Budgetary Expenditures (Main Estimates 2012–13)	Planned Spending			Total Authorities (available for use) 2012–13	Actual Spending (authorities used)		
		2012–13	2013–14	2014–15		2012–13	2011–12	2010–11
Other costs*	–	809.7	899.7	894.8	708.6	707.3	1,095.1	705.7
Total	**50,166.1**	**104,876.0**	**110,293.8**	**114,355.2**	**105,061.9**	**104,838.2**	**100,860.0**	**101,467.2**

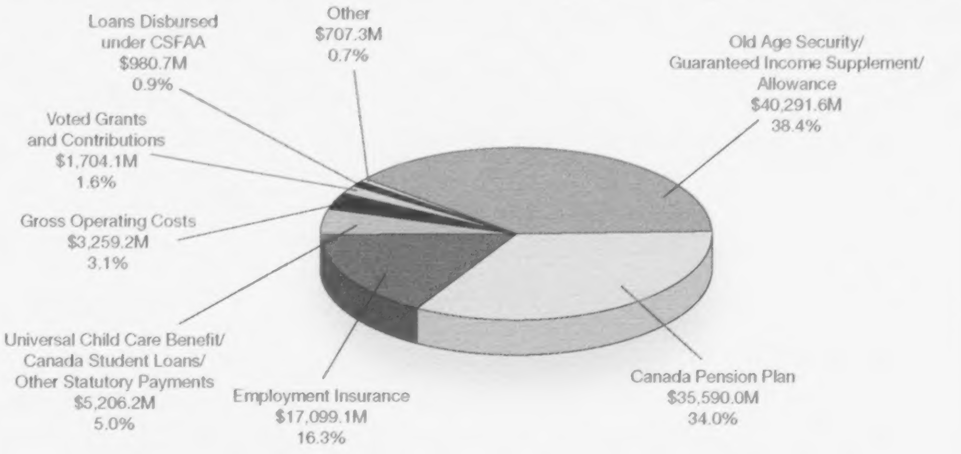
The increase in other costs in fiscal year 2011–12 is mainly related to the settlement of human rights complaints for medical adjudicators charged to the Canada Pension Plan (CPP).

* Other costs include administrative costs of Other Government Department (OGD) charged to the Employment Insurance (EI) Operating Account and to the CPP. It also includes EI Doubtful accounts and recoveries from OGD for Workers Compensation costs.

Expenditure Profile

HRSDC expenditures on programs and services total $104.8 billion, of which $99.2 billion, or almost 95 percent, directly benefits Canadians through Employment Insurance (EI), the Canada Pension Plan (CPP), Old Age Security, the Universal Child Care Benefit, loans disbursed under the *Canada Student Financial Assistance Act (CSFAA)* and other statutory transfer payment programs. Departmental expenditures were $1.7 billion in voted grants and contributions and $2.1 billion for Employment Insurance Part II.

CONSOLIDATED TOTAL: $104,838.2M



HUMAN RESOURCES AND SKILLS DEVELOPMENT CANADA - GROSS EXPENDITURES ($ millions)		
Budgetary		
Net Operating Costs		1,265.5
Add Recoveries in relation to:		
Canada Pension Plan	459.5	
Employment Insurance Operating Account	1,405.5	
Workers' Compensation	114.0	
Other	14.7	1,993.7
Gross Operating Costs		**3,259.2**
Voted Grants and Contributions		**1,704.1**
Total Gross Expenditures		4,963.3
Other – Workers' Compensation and EI/CPP Charges and Recoveries		**707.3**
Non-Budgetary		
Loans disbursed under *Canada Student Financial Assistance Act* (CSFAA)		**980.7**

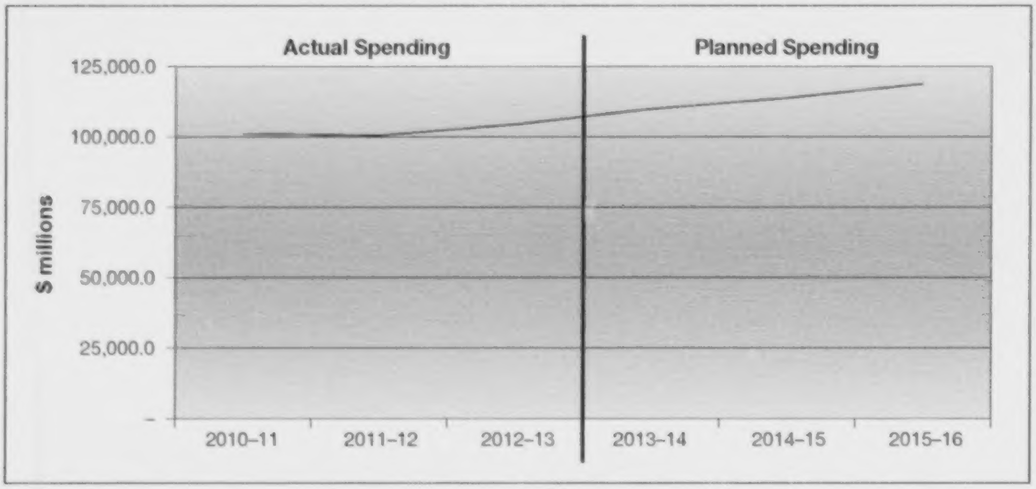
STATUTORY TRANSFER PAYMENTS ($ millions)		
Grants and Contributions		
Old Age Security		30,589.9
Guaranteed Income Supplement		9,147.4
Allowance		554.3
Other Statutory Payments		
Universal Child Care Benefit	2,724.7	
Canada Student Loans	1,082.9	
Canada Education Savings Grant	718.9	
EI Benefit Enhancement Measures	281.1	
Canada Disability Savings Program	240.1	
Canada Learning Bond	93.7	
Wage Earner Protection Program	26.3	
Pathways to Education	6.0	5,173.7
Sub-Total		**45,465.3**
Canada Pension Plan Benefits		**35,590.0**
Employment Insurance Benefits		
Part I	15,023.3	
Part II	2,075.8	**17,099.1**
Other Specified Purpose Accounts		**32.5**[a]
Total Statutory Transfer Payments		**98,186.9**

[a] This amount includes payments related to the Government Annuities Account, the Civil Service Insurance Fund and the Canada Millennium Scholarship Foundation Excellence Awards Fund.

Departmental Spending Trend

The figure below illustrates HRSDC's spending trend from 2010–11 to 2015–16. In the 2012–13 fiscal year, the Department spent $104.8 billion to contribute to achieving its expected results. Planned spending corresponds to the forecasted planned spending presented in the 2013–14 Report on Plans and Priorities.

Spending Trend



Total Consolidated Expenditures ($ millions)

Actual Spending			Planned Spending		
2010–11	2011–12	2012–13	2013–14	2014–15	2015–16
101,467.2	100,860.0	104,838.2	110,293.8	114,355.2	119,404.7

In 2011–12, the actual expenditures were $607 million or 0.6 percent lower than in 2010–11. This decrease is mainly explained by a decrease of $2.2 billion in Employment Insurance (EI) benefits compared to 2010–11 caused by a decrease in the unemployment rate from 7.9 percent in 2010–11 to 7.4 percent in 2011–12, and the payment of $2.9 billion provided for the temporary EI benefit enhancement measures in 2010–11. These decreases are offset by a $1.7 billion increase in Canada Pension Plan (CPP) benefits and an increase of $2.4 billion in Old Age Security and Guaranteed Income Supplement (OAS/GIS) payments caused by the aging population and the increase in the average monthly benefit amount.

In 2012–13, the actual expenditures were $3,978.2 million or 3.9 percent higher than 2011–12. This increase can be mainly explained by the increase in the actual spending due to an increase of $2.3 billion for CPP benefits and $2.2 billion for OAS/GIS payments caused by the aging populations and changes in average monthly benefits. The average monthly rate for the OAS basic pension was $517.13, $8.99 more than the average rate from 2011–12. There was also an increase for the average number of beneficiaries from 4.9 million to 5.1 million for fiscal year 2012–13.

These increases are offset by a decrease in EI benefits payment due to a reduction of the number of beneficiaries attributable to a lower unemployment rate rate (7.4 percent in 2011–12 compare to 7.2 percent in 2012–13) and the winding-down of the *Economic Action Plan* measures.

Estimates by Vote

For information on HRSDC's organizational Votes and statutory expenditures, please see the *Public Accounts of Canada 2013 (Volume II)*. An electronic version of the Public Accounts 2013 is available on the Public Works and Government Services Canada website at **www.tpsgc-pwgsc.gc.ca/recgen/cpc-pac/index-eng.html**.

Contribution to the Federal Sustainable Development Strategy

The Federal Sustainable Development Strategy (FSDS) outlines the Government of Canada's commitment to improving the transparency of environmental decision-making by articulating its key strategic environmental goals and targets.

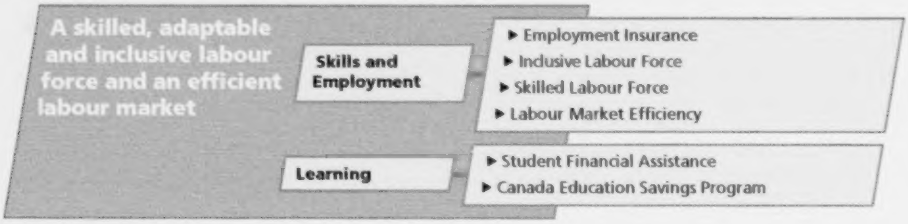
HRSDC ensures that consideration of these outcomes is part of its decision-making processes. The Department contributes to the Theme IV – Shrinking the Environmental Footprint – Beginning with Government, as denoted by the symbol below.

Theme IV:
Shrinking the Environmental Footprint –
Beginning with Government

For further information on HRSDC's activities to support sustainable development, please visit the departmental website at **www.hrsdc.gc.ca/eng/publications/sds/index.shtml**. For complete information on the FSDS, please visit the Environment Canada website at **www.ec.gc.ca/dd-sd/default.asp?lang=En&n=C2844D2D-1**.

Section II: Analysis of Programs and Sub-Programs by Strategic Outcome

Strategic Outcome 1


A skilled, adaptable and inclusive labour force and an efficient labour market
Skills and Employment
▸ Employment Insurance
▸ Inclusive Labour Force
▸ Skilled Labour Force
▸ Labour Market Efficiency
Learning
▸ Student Financial Assistance
▸ Canada Education Savings Program

Program 1.1: Skills and Employment

Program Description

Skills and Employment is intended to ensure that Canadian labour market participants are able to access the supports that they need to enter or reposition themselves in the labour market to allow them to contribute to economic growth through the creation of jobs. Initiatives within this Program contribute to the common overall objectives of promoting skills development, labour market participation and ensuring labour market efficiency.

2012–13 Financial Resources ($ millions)

Total Budgetary Expenditures (Main Estimates)	Planned Spending	Total Authorities (available for use)	Actual Spending (authorities used)	Difference (Planned vs. Actuals Spending)
1,933.0	20,417.3	19,402.4	19,272.4	1,144.9

The variance in financial resources is mainly due to Employment Insurance benefit payments being lower than what was planned. (Planned $18.4 billion compared to Actual $17.1 billion.)

2012–13 Human Resources (Full-Time Equivalents – FTEs)

Planned	Actual	Difference
1,932	1,792	140

The variance was partly due to workforce adjustment options (employees who returned to school, took early retirement, or found alternate employment within the Public Service) and the remaining were vacant FTE positions not being staffed.

Program Performance Results

Expected Results	Performance Indicators	Targets	Actual and Historical Results
Workers in an adjustment situation have access to temporary financial assistance	Percentage of unemployed individuals eligible to receive benefits, among those with a recent job separation that met Employment Insurance (EI) program eligibility criteria **Source:** Administrative Data	80–85%	**Results:** 2012: Not available (Statistics Canada will release the 2012 EI Coverage Survey results in November 2013) **Historical Results:** 2011: 78.4% 2010: 83.9% 2009: 86.2% 2008: 82.2% 2007: 82.3%
Canadians, including under-represented groups and vulnerable workers, have the opportunity to acquire skills to find and maintain productive employment	The proportion of clients employed and/or returning to school following a completed employment program intervention under the following federally delivered programs: Youth Employment Strategy, Opportunities Fund for Persons with Disabilities, Aboriginal Skills and Employment Training Strategy, and Skills and Partnerships Fund **Source:** Administrative Data	55–65%	**Results:** 2012–13: 66.6% **Historical Results:** 2011–12: 67.7% 2010–11: 56.8% 2009–10: 56.8% 2008–09: 61.3% 2007–08: 59.9%
Through increased progression in the first two years of an apprenticeship program, completions are enhanced in the designated Red Seal trades	Number of apprentices who complete an apprenticeship program and obtain certification in a Red Seal Trade **Source:** Statistics Canada's Registered Apprenticeship Information System	26,000	**Results:** 2011: 31,305 **Historical Results:** 2010: 29,421 2009: 25,974 **Note:** There is a two-year lag in the availability of data for this indicator.

Program Performance Analysis and Lessons Learned

Workers in short-term adjustment situations (such as individual job loss, larger layoff situations, or sectoral readjustments) frequently access the Employment Insurance program to obtain temporary income benefits. Statistics Canada has not yet released its 2012 data, but for the period 2007 to 2011, there is on average 82.6 percent coverage of workers eligible to receive benefits, with fluctuations in different sectors of the economy.

HRSDC also provides help to Canadians, including under-represented groups, to acquire skills and maintain employment. To connect Canadians with jobs, the Government of Canada invests significant funding in training, including nearly $2.7 billion annually transferred to provinces and territories through the Labour Market Agreements, Labour Market Development Agreements and the Labour Market Agreements for Persons with Disabilities.

In addition, a number of federal programs offer support to groups facing particular challenges in the labour market. Results from these federal programs (Youth Employment Strategy, Opportunities Fund for Persons with Disabilities, Aboriginal Skills and Employment Training Strategy, and Skills and Partnerships Fund) indicate that 66.6 percent of clients were successfully employed or returned to school after participating in an intervention.

To address the specific needs of older workers, the Targeted Initiative for Older Workers is a cost-shared federal-provincial/territorial initiative, designed to help displaced older workers re-enter the workforce. The formative evaluation of this program found that labour market outcomes for participants were largely positive, with the vast majority of respondents (75 percent) finding employment during or after their participation in the program.

Recognizing that Canada's prosperity depends on the labour market participation of all its citizens, *Economic Action Plan 2013* proposed additional assistance to persons with disabilities and to youth. These measures include additional funding for the Opportunities Fund for Persons with Disabilities, strengthened federal programming for persons with disabilities, and through the Youth Employment Strategy, providing more information to help young people make informed education and career choices, and supporting more internships to give recent post-secondary graduates hands-on experience to help them transition into the labour force.

Sub-Program 1.1.1: Employment Insurance

Sub-Program Description

Employment Insurance (EI) provides temporary income support to unemployed Canadians while they look for work or upgrade their skills, and is also provided to those who must take time off work due to illness, pregnancy, to care for a newborn or adopted child, or to provide or arrange care for a family member who is seriously ill with a significant risk of death. Under the authority of Part II of the *Employment Insurance Act*, programs are in place to help unemployed participants prepare for, find and keep employment. Funds are from EI premiums collected from employers, employees and self-employed people who have opted into the program.

2012–13 Financial Resources ($ millions)

Planned Spending	Actual Spending	Difference
18,515.5	17,479.9	1,035.6
The variance is mainly attributable to a reduction in the number of EI beneficiaries because of lower unemployment and the winding-down of the *Economic Action plan* measures.		

2012–13 Human Resources (Full-Time Equivalents – FTEs)

Planned	Actual	Difference
206	209	(3)
No significant variance.		

Sub-Program 1.1.1 Performance Results

Expected Results	Performance Indicators	Targets	Actual Results
Workers have the flexibility and support to pursue employment opportunities or labour market transitions	Proportion of regular claimants (non-seasonal) who are frequent claimants* **Source:** Administrative Data * The definition of frequent claimants was included in the Employment Insurance (EI) Regulations, effective January 6, 2013. This definition was introduced as a result of the Connecting Canadians to Available Jobs initiative first announced in *Economic Action Plan 2012*. Frequent claimants are EI claimants who have had three or more claims for EI regular or fishing benefits and have collected benefits for a total of more than 60 weeks in the past five years. For more details, see Chapter 2 in the 2012 Monitoring and Assessment Report at **www.hrsdc.gc.ca/eng/jobs/ei/reports/mar2012/index.shtml**.	20–25%	**2012–13:** Available in 2014 **Historical Results:** 2011–12: 22.6%

Sub-Program 1.1.1 Performance Analysis and Lessons Learned

Through Employment Insurance (EI) programming, the Department supported the needs of Canadians to respond to evolving economic conditions. Through the examination of policy options in 2012–13, the Department looked at ways to improve EI Part I and EI Part II programming to further assist Canadians in adapting to uncertain labour market conditions and, at the same time, ensure that the program provides the right incentives. As Canada faces ongoing skills and labour shortages, encouraging and supporting unemployed Canadians to get back to work more quickly is critical to ensuring the country's economic prosperity. Through *Economic Action Plan 2012*, the Government implemented a number of improvements to the EI program so that it remains fair, flexible and helps Canadians find work.

As such, the Government is providing further assistance to EI claimants in finding work and to employers to find the workers they need, and ensure that claimants fulfill their obligation to look for and accept suitable employment. The Job Alerts system was enhanced to provide a more comprehensive list of available jobs in an individual's chosen occupations and communities. On January 6, 2013, the EI Regulations were updated to clarify the long-standing responsibilities of EI regular and fishing claimants, by defining what constitutes a reasonable job search and suitable employment. The Department has also initiated discussions with interested provinces and territories on collaboration projects to proactively provide employment supports to unemployed Canadians.

A new national Working While on Claim pilot project strengthens incentives to work while on claim, ensuring EI claimants benefit from accepting all available work and support their search for permanent employment. The new pilot came into effect in August 2012 for three years until August 2015. Since January 6, 2013, EI recipients who had earnings between August 7, 2011 and August 4, 2012, while on claim and were eligible to benefit from the previous pilot project rules, also have the option of reverting to the previous rules.

As well, a new national approach to calculating EI benefits rates based on the availability of work in each region of the country as determined by the regional rate of unemployment (Variable Best Weeks) came into effect in April 2013. Finally, Bill C-44, the *Helping Families in Need Act*, received Royal Assent on December 14, 2012, and creates a new EI benefit for parents unable to work while caring for a child under 18 years of age with a critical illness or injury. Bill C-44 also amends Part III of the *Canada Labour Code* to introduce new provisions allowing unpaid leave for parents whose child dies or disappears as the result of a probable *Criminal Code* offence or who need to care for a critically ill or injured child. The changes to enhance access to EI sickness benefits for EI parental benefit claimants who fall ill or are injured became effective on March 24, 2013.

Sub-Program 1.1.2: Inclusive Labour Force

Sub-Program Description

Inclusive Labour Force programs enable Canadians, including unemployed adults and targeted groups, such as youth, persons with disabilities, older workers, Aboriginal people and official language minority communities to develop their skills, increase their labour market participation and encourage them to become self-reliant and more adaptable to labour market changes.

2012–13 Financial Resources ($ millions)

Planned Spending	Actual Spending	Difference
1,557.2	1,501.9	55.3
No significant variance.		

2012–13 Human Resources (Full-Time Equivalents – FTEs)

Planned	Actual	Difference
806	755	51
The variance was partly due to workforce adjustment options (employees who returned to school, took early retirement, or found alternate employment within the Public Service) and the remaining were vacant FTE positions not being staffed.		

Sub-Program 1.1.2 Performance Results

Expected Results	Performance Indicators	Targets	Actual Results
Labour force attachment is improved for underrepresented groups and vulnerable workers	Unemployment rates by designated group: Youth (15–29), People with Disabilities (PwD), Aboriginal People, and Older Workers (55–64) **Source:** Statistics Canada, Labour Force Survey	Youth: 11.6% PwD: 11.4% Aboriginal: 12.9% Older workers: 6.7%	**2012:** Youth: 11.4% PwD: Not applicable* Aboriginal: 12.8% Older workers: 6.2% * With the end of the Survey of Labour and Income Dynamics in 2011, there is no longer any annual source for unemployment rates for PwD.
	Number of eligible clients who have earned credentials or certification through participation in an intervention **Source:** Provincial and Territorial Reports	Not applicable (Targets set by Provinces and Territories)	**2012–13:** 11,515

Sub-Program 1.1.2 Performance Analysis and Lessons Learned

HRSDC undertook policy work, which led to announcements in Canada's *Economic Action Plan (EAP) 2013* released on March 21, 2013, to:

- renew and transform the Labour Market Agreements with provinces and territories in 2014, with investments of $500 million per year. The Labour Market Agreements will be transformed by introducing the Canada Job Grant to directly create jobs for Canadians;
- launch a new generation of Labour Market Agreements for Persons with Disabilities by April 1, 2014, to better meet the employment needs of businesses and the employment prospects of persons with disabilities, in keeping with transformed Labour Market Agreements, and put stronger accountability regimes in place; and
- renegotiate the $1.95 billion per year Labour Market Development Agreements with provinces and territories to reorient training toward labour market demand.

The Department also worked with Aboriginal Affairs and Northern Development Canada to reform the Income Assistance Program for First Nations, specifically by working on the development of the First Nations Job Fund that was announced in *EAP 2013*. This Fund provides $241 million over five years to improve the on-reserve Income Assistance Program to help ensure that First Nations youth, aged 18–24, can access the skills and training they need to secure employment and that young recipients who can work have the incentives to participate in training.

Sub-Program 1.1.3: Skilled Labour Force

Sub-Program Description

Skilled Labour Force programs support investments in skills to enhance the productivity and competitiveness of Canadian workplaces, as well as supporting initiatives that recognize and utilize the skills of all Canadians. It cooperates with key stakeholders (business, labour, educational institutions, provinces) to support workplace skills development that responds to challenges in workplaces. The programs also promote mobility and inter-provincial standards in Canada.

2012–13 Financial Resources ($ millions)

Planned Spending	Actual Spending	Difference
241.5	198.6	42.9
The variance is mainly due to a downward trend in apprenticeship registrations, reducing Apprenticeship Grant expenditures; a transition year for the Office of Literacy and Essential Skills programs shifting from traditional organizational core-funding agreements to competitive project-based funding agreements; and as a result of core funding under Sector Council Program ending March 31, 2013, some councils closed early in the fiscal year, resulting in slippage. The decline in apprenticeship registrations is negatively effected by the recession. It is expected that the number of grants issued will increase gradually as forecasted shortages of workers in skilled trades increases the demand for apprentices.		

2012–13 Human Resources (Full-Time Equivalents – FTEs)

Planned	Actual	Difference
254	195	59
The variance was partly due to workforce adjustment options (employees who returned to school, took early retirement, or found alternate employment within the Public Service) and the remaining were vacant FTE positions not being staffed.		

Sub-Program 1.1.3 Performance Results

Expected Results	Performance Indicators	Targets	Actual Results
Employers and other stakeholders support workplace skills development that responds to challenges in workplaces	Percentage of individuals within the adult workforce (aged 25–64) that participate in job-related training **Source:** Access and Support to Education and Training (ASET) Survey	Not applicable	ASET Survey discontinued; Indicator to be replaced.

Sub-Program 1.1.3 Performance Analysis and Lessons Learned

HRSDC continued to engage partners to strengthen the Red Seal Program. It has explored improvements to the format and development process for occupational standards for the Program. These standards would allow for enhanced assessment tools used for certification. The Department also participated in regular federal-provincial/territorial activities through the Forum of Labour Market Ministers working groups. More details can be found at **www.flmm-fmmt.ca/english/View.asp?x=908**.

In partnership with the Canadian Council of Directors of Apprenticeship, HRSDC conducted research to enhance the format and development process for occupational standards for the Red Seal Program. The research was to recommend a new standards model to meet the needs of the Red Seal Program, including supporting the development of multiple forms of assessment (i.e. practical tests) in addition to the current multiple choice examinations. A federal-provincial/territorial taskforce, co-chaired by HRSDC, reviewed the research and identified key features for a new occupational standard that incorporates international best practices and stakeholder input.

HRSDC took steps to modernize labour market programming through innovative cost-effective approaches that better meet the needs of Canadians. An examination of current labour market programs and the launch of pilots to test social partnership approaches were undertaken. Under the Youth Employment Strategy, the Career Focus and Skills Link programs were used to pilot innovative ways to attract various sources of capital, improve rates of return on government funding and address complex social challenges. The Department also advanced the development of pilot projects to test an approach to increase the literacy and essential skills of Canadians with low skills. For instance, the Office of Literacy and Essential Skills worked on three pilots throughout 2012–13 to test mechanisms for rewarding organizations that deliver pay-for-performance agreements that bring about desired results (i.e. skills development; job readiness; further training; and job attachment), and to test elements of a social impact bond model and new ways of generating employer and private investments to improve labour market outcomes for Canadians.

In advancing work on these pilots, several challenges and lessons learned were noted. While it is important to strike a fair balance between managing risk and reward for investors and organizations delivering needed supports to Canadians, it is essential to focus on improving labour market outcomes for workers and employers. Further, social innovation offers a great deal of promise to cut across sector boundaries and break down accepted ways of funding and delivering services; however, this presents challenges with regard to legislative authorities and policy issues that need to be resolved.

Sub-Program 1.1.4: Labour Market Efficiency

Sub-Program Description

Labour Market Efficiency programs foster a better balance between national labour supply and demand by promoting the labour force integration of recent immigrants, the entry of temporary foreign workers, the mobility of workers across Canada and the dissemination of labour market information to ensure that Canadians and newcomers can access meaningful employment.

2012–13 Financial Resources ($ millions)

Planned Spending	Actual Spending	Difference
103.1	92.0	11.1
No significant variance.		

2012–13 Human Resources (Full-Time Equivalents – FTEs)

Planned	Actual	Difference
666	633	33
The variance was partly due to workforce adjustment options (employees who returned to school, took early retirement, or found alternate employment within the Public Service) and the remaining were vacant FTE positions not being staffed.		

Sub-Program 1.1.4 Performance Results

Expected Results	Performance Indicators	Targets	Actual Results
Canadian and foreign workers have the necessary mobility to access employment opportunities	Number of occupations supported by the Inter-provincial Labour Mobility Initiative to understand and address issues pertaining to the implementation of the 2009 amendments to Chapter 7 of the Agreement on Internal Trade **Source:** Administrative Data	20	**2012–13:** 22
	Percentage of labour market opinions issued or resolved over the number of labour market opinions requested during the specified fiscal year (i.e. based on the date received). **Source:** Administrative data	Baseline Year	**2012–13:** 85.52%

Sub-Program 1.1.4 Performance Analysis and Lessons Learned

HRSDC was successful in improving the collection and dissemination of labour market information (LMI) to help Canadian workers and employers meet their labour market needs by refocusing labour market information for various economic sectors and expanding LMI through the Working in Canada (WiC) website.

To help Canadian workers and employers meet their labour market needs, the Department implemented a new sectoral LMI program to address skills shortages by developing better labour market information for employers and job seekers that supported more informed human resource, job and learning decisions. The Sector Council Program, which expired March 31, 2013, was refocused as the Sectoral Initiatives Program to address skills shortages and to improve labour market efficiency in key sectors by developing labour market intelligence.

The leading source for disseminating LMI for the Government of Canada is the WiC website. Other enhancements include the launch of Enhanced Job Alerts, which provides email alerts of new job postings and agreements with Monster.com and Workopolis websites to increase and diversify the job offers available in a modernized Job Bank. WiC now includes learning and labour market information from 28 public and private sources. Together, WiC and Job Bank receive approximately 6.5 million client visits per month.

The Department also worked with the provinces and territories on priority occupations under the Pan-Canadian Framework for the Assessment and Recognition of Foreign Credentials and completed consultations with the second set of target occupations to ensure that internationally trained individuals in these occupations can have their credentials assessed within one year of submitting an application.

The Government of Canada and provincial/territorial governments continued to progress towards resolving labour mobility policy interpretation issues involving Chapter 7 (Labour Mobility) of the *Agreement on Internal Trade* to provide a common understanding, implementation and communication of Chapter 7. In April 2012, the Labour Mobility Coordinating Group, a federal-provincial/territorial committee, launched a new website (**www.flmm-lmcg.org/english/view.asp?x=1**) communication tool to promote better understanding and outreach on labour mobility to workers, regulators, employers, other stakeholders and the public.

Program 1.2: Learning

Program Description

This Program helps Canadians participate in post-secondary education (PSE) to acquire the skills and credentials that enable them to improve their labour market outcomes and adapt to changing labour market conditions. It reduces barriers to education by providing financial assistance to individuals, as well as incentives to save for a child's PSE. It also provides information and awareness about opportunities to acquire education and skills. The Program contributes to the inclusiveness of the workforce by giving Canadians with the required academic abilities a more equal opportunity to pursue higher education. The Program works with the provinces and territories, voluntary sector, financial institutions, service providers and other key stakeholders to help Canadians pursue PSE.

2012–13 Financial Resources ($ millions)

Total Budgetary Expenditures (Main Estimates)	Planned Spending	Total Authorities (available for use)	Actual Spending (authorities used)	Difference (Planned vs. Actuals Spending)
2,782.0	2,783.8	3,265.2	3,256.9	(473.1)
The variance is mainly due to a write-off from the Accounts of Canada debts related to Canada Student Loans for which all reasonable efforts to collect the amount owed have been exhausted, to higher than expected disbursement amounts under the Canada Students Grants as more students are becoming eligible for grants, and to loans disbursed under the *Canada Students Financial Assistance Act* resulting from an increasing student need.				

2012–13 Human Resources (Full-Time Equivalents – FTEs)

Planned	Actual	Difference
412	361	51
No significant variance.		

Program Performance Results

Expected Results	Performance Indicators	Targets	Actual and Historical Results
Canadians have the skills and credentials to succeed in the labour market	Percentage of the Canadian labour force aged 25–64 who have attained a post-secondary education (PSE) credential **Source:** Statistics Canada, Labour Force Survey	67.9%	**Results:** 2012: 67.5% **Historical Results:** 2011: 66.8% 2010: 66.0% 2009: 65.0% 2008: 64.3% 2007: 63.7%
Canadians, including those from under-represented groups, can participate equitably in PSE	The percentage of Canadians aged 17–29 who were attending university or college **Source:** Statistics Canada, Labour Force Survey	27.8%	**Results:** 2012: 28.4% **Historical Results:** 2011: 27.8% 2010: 27.3% 2009: 26.1% 2008: 25.7% 2007: 26.0%
Canadians, including those from under-represented groups, have access to financing for their PSE	Percentage (and number) of full-time students aged 15–29 in participating provinces and territories who used a Canada Student Loan or a Canada Student Grant or an in-study interest subsidy **Source:** Administrative data and estimates from the Office of the Chief Actuary	Target is not available The Actuary changed the age group from (18–34) to (15–29) and the reporting year changed from loan year to fiscal year for this indicator. It will be reported in the 2013–14 DPR.	**Results:** 2012–13: 42% (535,801) **Historical Results:** 2011–12: 39.9% (514,580) 2010–11: 40% (497,440)
	Percentage (and number) of full and part-time students aged 15–29 who used Registered Education Savings Plan funding **Source:** Statistics Canada – Labour Force Survey, Administrative data, Actuarial data	18.9% (326,000) Target was revised due to the change of age group from (15-64) to (15–29) which better measures the performance.	**Results:** 2012: 19.1% (328,244) **Historical Results:** 2011: 17.9% (299,700) 2010: 17.6% (287,865) 2009: 16.3% (251,159) 2008: 15.3% (228,794) 2007: 14.6% (218,180)

Program Performance Analysis and Lessons Learned

Canada has one of the most educated populations and workforces in the world, due in part to the Department's programs supporting access to post-secondary education (PSE). As evidence of this, Canada was again ranked first among Organization for Economic Co-operation and Development (OECD) countries with 62 percent of its population having a post-secondary credential in 2010. The percentage of Canada's population with a bachelor or graduate degree increased from 9th place in 2011 to 8th in 2012 **(www.uis.unesco.org/Education/Documents/oecd-eag-2012-en.pdf)**. Canada's strong national network of community colleges and Collège d'enseignement général et professionnel is partly responsible for the country's top ranking within the OECD.

Furthermore, the proportion of Canadians aged 17–21 attending university or college has steadily increased from 30.4 percent in 1990 to an all-time high of 42.5 percent in 2012. In fact, the PSE participation of Canadians of all ages reached an all-time high in 2012.

To continue to have the best educated and most skilled labour force in the world, it is important that all Canadians have an opportunity to pursue a higher education. Canada has a highly educated population in part because HRSDC's education savings incentives and student financial assistance help reduce financial barriers for all students including those from low- and middle-income families, students with dependants and students with permanent disabilities. However, certain under-represented groups face significant barriers to participation in PSE.

HRSDC programs help to ensure that Canadians are able to finance their PSE pursuits. This contributes to a more affordable and accessible PSE system, which in turn increases the number of Canadians who can apply to post-secondary programs and makes it easier for students to attend the school and program of their choice. HRSDC's financial assistance also improves the graduation rate of students as it enables them to devote more time to their studies instead of work. RESPs are showing a growing impact on Canadians by making PSE more affordable.

HRSDC has also been working closely with partners to examine the financial and non-financial barriers Canadians face. In this respect, Pathways to Education Canada has been successful in helping youth from low-income communities graduate from high school and transition into PSE or training. Since the announcement of federal funding support, three years ago, Pathways has grown from serving 2,524 students in eight sites in two provinces (2009–10) to approximately 4,700 students in 12 sites in four provinces (2012–13).

Sub-Program 1.2.1: Student Financial Assistance

Sub-Program Description

Programs are managed in partnership with participating provinces and one territory, educational institutions and agencies, financial aid administrators, financial institutions and a service provider. The clients and beneficiaries include youth, full- and part-time students, people with permanent disabilities, students with dependants, high-need students, students from low- to middle-income families and borrowers repaying their loans.

2012–13 Financial Resources* ($ millions)

Planned Spending	Actual Spending	Difference
1,948.0	2,431.3	(483.3)

The variance is mainly due to a write-off from the Accounts of Canada debts related to Canada Student Loans for which all reasonable efforts to collect the amount owed have been exhausted, to higher than expected disbursement amounts under the Canada Students Grants as more students are becoming eligible for grants, and to loans disbursed under the *Canada Students Financial Assistance Act* resulting from an increasing student need.

* Student Financial Assistance includes the International Academic Mobility Program, grants to Pathways to Education, the liabilities associated with the remaining Canada Millennium Scholarship Foundation Excellence Award program and the administration of the Alberta Centennial Education Savings program.

2012–13 Human Resources (Full-Time Equivalents – FTEs)

Planned	Actual	Difference
287	252	35

No significant variance.

Sub-Program 1.2.1 Performance Results

Expected Results	Performance Indicators	Targets	Actual Results
Canadians are able to access financing for their participation in post-secondary education (PSE) using a Canada Student Loan	Percentage of full-time post-secondary students in participating provinces/ territories who used a Canada Student Loan to help finance their participation in PSE **Source:** Administrative Data	Target is not available The Actuary changed the age group from (18–34) to (15–29) and the reporting year changed from loan year to fiscal year for this indicator. It will be reported in 2013–14 DPR.	**2012–13:** 33.7% **Historical Results:** 2011–12: 31.5% 2010–11: 31%
	The percentage of full-time post-secondary education students (in participating provinces) who used a Canada Student Loans Program in-study interest subsidy to help finance their participation in PSE **Source:** Administrative Data	Target is not available The Actuary changed the age group from (18–34) to (15–29) and the reporting year changed from loan year to fiscal year for this indicator. It will be reported in 2013–14 DPR.	**2012–13:** 41.5% **Historical Results:** 2011–12: 39.3% 2010–11: 39.3%
	Percentage of full-time post-secondary students in participating provinces/ territories who used a Canada Student Grant to help finance their participation in PSE **Source:** Administrative Data	Target is not available The Actuary changed the age group from (18–34) to (15–29) and the reporting year changed from loan year to fiscal year for this indicator. It will be reported in 2013–14 DPR.	**2012–13:** 24.8% **Historical Results:** 2011–12: 23.2% 2010–11: 22.9%
In-study and in-repayment borrowers clients are satisfied with the quality of services they receive	Percentage of in-study and in-repayment borrowers who are satisfied with the overall loan experience provided by the Canada Student Loans Program **Source:** Administrative Data	75%	**2012–13:** Not Available (The 2012 Client Satisfaction Survey was not conducted.) **Historical Results:** 2011–12: 80% 2010–11: 79%
Student loan borrowers can and do repay their loans	Canada Student Loans Program Repayment Rate: the percentage of loan dollars of a borrower consolidation cohort that is not in delinquency (i.e. one or more monthly payments in arrears) **Source:** Administrative Data	83.7%	**2012–13:** Not Available (2012–13 Repayment Rate in loan year will be available in the fall of 2013.) **Historical Results:** 2011–12: 85.2% 2010–11: 84%
	Percentage of direct loans defaulted within first 3 years of entering loan repayment (based on dollar value) **Source:** Administrative Data	14%	**2012–13:** 14.4% (The result is preliminary and based on loan year. The 2012-13 default rate will be available for DPR 2013–14.) **Historical Results:** 2011–12: 13.8% 2010–11: 14.3%

Debt management assistance provided to student loan borrowers to help them repay their loans	Number of borrowers using Repayment Assistance Program **Source:** Administrative Data	Target is not available Reporting basis was changed from loan year to fiscal year. It will be reported in 2013–14 DPR.	**2012–13:** 204,049* **Historical Results:** 2011–12: 184,704 2010–11: 169,125 * This indicator is measuring the number of people using debt management assistance.

Sub-Program 1.2.1 Performance Analysis and Lessons Learned

In 2012–13, the number and percentage of Canadians pursuing post-secondary education (PSE) who were assisted by the Department's programs continued to increase. In this period, 609,070 (581,285 in 2011–12) post-secondary full-time students (of all ages) in participating provinces and territories benefited from federal student loans, grants or in-study interest subsidies. This included approximately $2.6 billion in student loans to over 478,630 PSE students ($2.4 billion to 452,180 students in 2011-12); $680 million in grants to 357,048 borrowers ($649 million to 333,200 borrowers the previous year); and $113 million in in-study interest subsidies to cover interest for 601,528 borrowers who are still in school. The students who received loans, grants and in study interest subsidies are not mutually exclusive as one borrower often receives two or all three.

HRSDC improved its PSE programs by finalizing the implementation of three initiatives: the Doctors and Nurses Loan Forgiveness Program which provides loan forgiveness to doctors, residents in family medicine, nurse practitioners and nurses who work in rural or remote communities; the increase in the in-study income exemption for full-time students; and the increase in the eligibility threshold for part-time students.

The Department also significantly streamlined service delivery to borrowers in a number of ways by successfully implementing:

- Master Student Financial Assistance Agreements in Ontario, Newfoundland and Labrador, Saskatchewan, Manitoba and Nova Scotia;
- the Electronic Confirmation of Enrolment Portal, which allows educational institutions to confirm the enrolment of students online through a secure Web-based channel; and
- an electronic application for the federal Repayment Assistance Plan, which will enhance operational efficiencies and provide faster service to borrowers experiencing difficulty in repayment.

HRSDC also implemented its plan for increasing the Canada Student Loans Program portfolio loan limit to $19 billion from its previous level of $15 billion, in order to support an increased number of eligible borrowers. In addition, a more flexible and responsive regulatory mechanism for increasing the portfolio loan limit was established, ensuring that students will not be denied assistance due to sudden increases in demand.

Two months after the online application for the Repayment Assistance Plan was launched, approximately 20 percent of applications were being submitted online. The online application streamlines the application process by personalizing the application to the borrower's situation and letting borrowers upload any additional documents required online. This allows eligible borrowers to receive financial assistance earlier.

More information can be found at **www.hrsdc.gc.ca/eng/jobs/student/reports/index.shtml**.

Sub-Program 1.2.2: Canada Education Savings Program

Sub-Program Description

The Canada Education Savings Program (CESP) was created through an Act of Parliament in 1998 (and re-enacted as the *Canada Education Savings Act* in 2004). It is intended to make post-secondary education (PSE) more affordable by encouraging early planning and saving for education so funds can later be withdrawn to help finance PSE. This program provides matching savings grants on Registered Education Savings Plan (RESP) savings for Canadian children aged 0–17. Eligible low-income families can also benefit from the Canada Learning Bond, which provides funds that are added to the RESPs of children born after December 31, 2003. The program is delivered through a public/private partnership with financial institutions, banks, mutual fund companies and scholarship foundations. The program complements the Canada Student Loans Program and other labour market and skills development programs offered by HRSDC. CESP also administers the Education Savings Community Outreach contribution program that assists organizations to develop outreach projects to encourage low-income Canadians to save for their children's PSE, access education savings incentives and increase their financial literacy.

2012–13 Financial Resources ($ millions)

Planned Spending	Actual Spending	Difference
835.8	825.6	10.2
No significant variance.		

2012–13 Human Resources (Full-Time Equivalents – FTEs)

Planned	Actual	Difference
125	109	16
No significant variance.		

Sub-Program 1.2.2 Performance Results

Expected Results	Performance Indicators	Targets	Actual Results
Children under 18 have savings for post-secondary education(PSE) in Registered Education Savings Plans (RESPs)	Total amount of RESP assets at the end of the current calendar year **Source:** Canada Education Savings Program Reporting Database	$33.3 billion	**2012–13:** $35.6 billion **Historical Results:** 2011: $31.6 billion 2010: $27.6 billion
	Percentage of children under 18 (in the current calendar year) who have ever received a Canada Education Savings Grant **Source:** Canada Education Savings Program Reporting Database	45.6%	**2012:** 45.4% **Historical Results:** 2011: 43.6% 2010: 42.8%
	Percentage of Canada Learning Bond (CLB) subscribers who have ever made a contribution to RESPs **Source:** Canada Education Savings Program Reporting Database	94.1%	**2012:** 96.7% **Historical Results:** 2011: 95.9% 2010: 94.8%
Families save for their children's PSE in RESPs	Total amount families contribute to RESPs in the current calendar year **Source:** Canada Education Savings Program Reporting Database	$3.73 billion	**2012:** $3.70 billion **Historical Results:** 2011: $3.54 billion 2010: $3.39 billion
Low-income families open RESPs for their children's PSE	Percentage of eligible children, in the current calendar year, who have ever received a CLB **Source:** Canada Education Savings Program Reporting Database	26%	**2012:** 27.5% **Historical Results:** 2011: 24.4% 2010: 21.8%

Sub-Program 1.2.2 Performance Analysis and Lessons Learned

Overall, more Canadian families are saving for their children's post-secondary education (PSE) in Registered Education Savings Plans (RESPs). Participation in the Canada Education Savings Grant (CESG) increased to 45.4 percent in 2012. In 2012, 2.4 million of the 3.14 million children (aged 0–17) who were eligible for this grant had received it. Families contributed $3.7 billion to their children's RESPs in 2012.

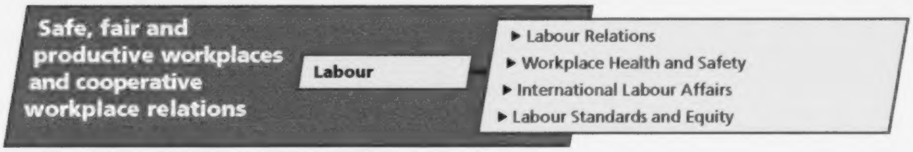
Canadians' savings in RESPs have grown substantially and provide a significant source of funding to assist students in paying for their PSE. In 2012, the value of the assets in RESPs reached $35.6 billion, representing $4 billion in growth (12.6 percent) over 2011. Each year, more students use RESP savings to help pay for their post-secondary education. In 2012, 328,244 students (9.5 percent more than in 2011) withdrew a total of $2.38 billion from their plans to help fund their PSE.

In recognition of the challenges low-income families face in opening and contributing to a RESP, HRSDC undertook a number of initiatives aimed at improving awareness and participation in the Canada Learning Bond in 2012–13. The Department collaborated with a community-based organization to test if working together would help facilitate bond enrolment. This collaboration involved the Department sending personalized letters to bond eligible families and the community organization's engagement of local networks and relationships to host educational community events as a means of encouraging program participation. The Education Savings Community Outreach contribution program also funded activities aimed at addressing the specific needs of low-income families.

The results of these efforts added to the Department's understanding of its client base, demonstrated the importance of providing messaging tailored to the specific needs of low-income families as well as engaging program clients at the community-level. Future communications and outreach materials and activities will be refined based on the results of this year's activities. The Canada Learning Bond participation rate increased from 24.4 percent in 2011 to 27.5 percent in 2012. This increase is significant considering that the growth in the number of children benefiting from this bond in 2012 was twice the rate of growth in the number of eligible children.

For more analysis of program statistics, see the program's 2012 Annual Statistical Review at **www.hrsdc.gc.ca/eng/jobs/student/reports/statistics/cesp_2012.shtml**.

Strategic Outcome 2


Safe, fair and productive workplaces and cooperative workplace relations
Labour
▶ Labour Relations
▶ Workplace Health and Safety
▶ International Labour Affairs
▶ Labour Standards and Equity

Program 2.1: Labour

Program Description

This Program seeks to promote and sustain stable industrial relations and safe, fair, healthy, equitable and productive workplaces within the federal jurisdiction (international and interprovincial transportation and communications, post office and courier companies, banking, grain and nuclear facilities, federal Crown corporations, companies that have major contracts with the federal government, and Aboriginal governments, their employees, Aboriginal communities and certain Aboriginal undertakings). It develops labour legislation and regulations to achieve an effective balance between workers' and employers' rights and responsibilities. The program ensures that workplaces under federal jurisdiction respect the rights and obligations established under labour legislation. The program also manages Canada's international and intergovernmental labour affairs, as well as Aboriginal labour affairs responsibilities.

2012–13 Financial Resources ($ millions)

Total Budgetary Expenditures (Main Estimates)	Planned Spending	Total Authorities (available for use)	Actual Spending (authorities used)	Difference (Planned vs. Actuals Spending)
286.5	286.5	260.2	257.2	29.3
The variance is mainly due to a decrease in application volumes for the Wage Earner Protection Program.				

2012–13 Human Resources (Full-Time Equivalents – FTEs)

Planned	Actual	Difference
691	644	47
No significant variance.		

Program Performance Results

Expected Results	Performance Indicators	Targets	Actual and Historical Results
Employers and employees in the federal jurisdiction cooperate to resolve current and emerging workplace issues	Percentage of assisted collective bargaining disputes settled under Part I (Industrial Relations) of the *Canada Labour Code* without a work stoppage **Source:** Administrative Data	90%	**Results:** 2012–13: 94% **Historical Results:** 2011–12: 93% 2010–11: 94% 2009–10: 94% 2008–09: 94% 2007–08: 93%
Workplace parties comply with relevant workplace standards, follow guidelines and adopt best practices	Percentage of money collected in relation to the amount found to be owed for complaints under Part III (Labour Standards) of the *Canada Labour Code* (excluding unjust dismissal complaints) **Source:** Administrative Data	75%	**Results:** 2012–13: 78% **Historical Results:** 2011–12: 73.2% 2010–11: 71.8% 2009–10: 77.24% 2008–09: 78.6% 2007–08: 66.4%
	Percentage of unjust dismissal complaints settled by inspectors under Part III (Labour Standards) of the *Canada Labour Code* **Source:** Administrative Data	75%	**Results:** 2012–13: 71.2% Result fell slightly short of its 75% target as participation of the parties in such settlement activities is voluntary. **Historical Results:** 2011–12: 72% 2010–11: 71% 2009–10: 71% 2008–09: 73% 2007–08: 76%
Risks to life, health and property are eliminated or mitigated	Percentage change, year over year, in the rate of lost time injuries and fatalities (Disabling Injury Incidence Rate) within the targeted higher risk federal jurisdiction industries **Source:** Administrative Data	Decrease of 15% over a five-year period (2009 –13)	**Results:** 2009–13: Not available The Disabling Injury Incidence Rate for this period will only be available at the end of Q2 of 2014–15. **Historical Results:** 2005–09: Decrease of 5.72% 2001–05: Decrease of 20.5%

Program Performance Analysis and Lessons Learned

Through its ongoing renewal and transformation agenda, the Labour Program carried out a number of key activities in 2012–13 to ensure that its mandate of promoting safe, fair and productive workplaces and cooperative workplace relations is both aligned with Government priorities and responsive to the evolving needs of Canadians. These activities helped the Labour Program not only to become more collaborative, innovative, streamlined and high-performing, but also to meet the commitments it made in the *2012–13 Report on Plans and Priorities*. For example, in 2012–13, the Labour Program re-designed its third-party claims process, which improved internal efficiency and effectiveness of program administration and contributed to an increase in the amount of funds recovered from third parties.

The Labour Program also continued to modernize its core business. For example, amendments were made to a number of pieces of legislation including Parts I (Industrial Relations) and III (Labour Standards) of the *Canada Labour Code*. Service delivery was enhanced further as a result of the *Economic Action Plan 2012*, which added $1.4 million annually in operating funds to ensure that Wage Earner Protection Program (WEPP) applicants receive the benefits to which they are entitled when they need them most. The Labour Program leveraged its partnership with Service Canada's multi channel service delivery network resulting in more efficient access and service to Canadians, in addition to addressing the WEPP backlog and improving processing times. By January 2013, 97 percent of applications were processed by Service Canada officials within the service standard of 42 days. Overall, in 2012–13, approximately $26.4 million was paid to over 11,000 Canadian workers for lost wages, vacation, termination and severance pay, as a result of their employer declaring bankruptcy or becoming subject to a receivership.

In addition, the Labour Program continued to progressively replace existing paper based services with electronic tools to further reduce red tape and administrative burden on small business, while facilitating compliance. The first phase of the Labour Electronic Access Forms project was implemented in early 2013, permitting federally regulated employers to submit for the first time their 2012 annual occupational health and safety report using a Web-based tool. The number of reports submitted increased by almost three-fold in comparison to 2011. Similarly, employers were also able to electronically submit their employment equity reports in 2012. This resulted in 97 percent of employers choosing to submit their reports using the Workplace Equity Information Management System, thereby significantly improving program efficiency and further reducing the administrative burden on employers.

Under the *Canada Labour Code*, the Labour Program is responsible for fostering harmonious relations between trade unions and employers by assisting them in the negotiation and renewal of collective agreements. To foster cooperative labour relations, the Labour Program provides preventive mediation services. A newly designed preventive mediation workshop aimed at training clients on new approaches to collective bargaining and building cooperative relationships was introduced during 2012–13. This three day workshop was delivered in Thunder Bay and Burlington, where it was well received by participants, representing 22 union locals and 25 different employers. In addition, other preventive mediation activities, including training and interventions, occurred across the country.

A succession plan was put in place to ensure the ongoing recruitment of mediation and conciliation officers.

In fiscal year 2012–13, the Labour Program continued to conduct active negotiations within the context of the Government of Canada's comprehensive economic and trade agenda.

Sub-Program 2.1.1: Labour Relations

Sub-Program Description

This Sub-Program seeks to promote and sustain cooperative workplace relations within the federal jurisdiction (interprovincial transportation, post office and courier companies, telecommunications, banking, grain handling, nuclear facilities, federal Crown corporations, companies who have major contracts with the federal government, and Aboriginal governments and their employees, Aboriginal communities and certain Aboriginal undertakings). The Sub-Program provides mediation and conciliation services to assist employers and unions in achieving a collective agreement without resorting to a work stoppage. This Sub-Program seeks to support constructive labour management relations through preventive mediation services that identify opportunities for employers and unions to meet and discuss issues of mutual interest and to support new and innovative approaches to collective bargaining. This Sub-Program also appoints and administers contracts with arbitrators, adjudicators and referees for unjust dismissal and wage recovery appeals, and appeals under the Wage Earner Protection Program.

2012–13 Financial Resources ($ millions)

Planned Spending	Actual Spending	Difference
13.5	13.3	0.2
No significant variance.		

2012–13 Human Resources (Full-Time Equivalents – FTEs)

Planned	Actual	Difference
120	112	8
No significant variance.		

Sub-Program 2.1.1 Performance Results

Expected Results	Performance Indicators	Targets	Actual Results
Union and management use grievance mediation to successfully resolve disputes and establish cooperative workplace relations	Percentage of intervention/grievance mediation attempts that resulted in a grievance mediation settlement **Source:** Administrative Data	75%	**2012–13:** 92%

Sub-Program 2.1.1 Performance Analysis and Lessons Learned

In 2012–13, Labour Program mediation and conciliation officers assisted with the renewal of more than 300 collective agreements. Employers and employees that benefited from Labour Program interventions include Atomic Energy of Canada Limited, Bell Canada and airport screeners throughout the country. In 2012–13, 94 percent of collective bargaining negotiations within the federal jurisdiction were resolved without a work stoppage when the Labour Program was involved.

In 2012–13, the Labour Program delivered 162 training sessions and provided other assistance to 33 organizations. Grievance mediators were appointed to 25 organizations, undertaking 27 interventions. With respect to preventive mediation activities in 2012–13, the Labour Program provided training and other assistance within 58 organizations, for a total of 189 sessions of associated work with the parties. Feedback from participants was favourable.

The Labour Program's preventive mediation and conciliation services assisted unions and management in building better relationships that translate into better relations at the negotiation table, thereby helping to reduce the occurrence of costly work stoppages.

Sub-Program 2.1.2: Workplace Health and Safety

Sub-Program Description

This Sub-Program seeks to promote and sustain safe workplaces within the federal jurisdiction (interprovincial transportation, post office and courier companies, telecommunications, banking, grain handling, nuclear facilities, federal Crown corporations, and Aboriginal governments and their employees, Aboriginal communities and certain Aboriginal undertakings). It seeks to ensure federal employers' compliance with relevant occupational health and safety standards through employer and employee cooperation to ensure healthy and safe workplaces in targeted high-risk industries. It also provides income support and rehabilitation support to injured federal workers and merchant seamen.

2012–13 Financial Resources ($ millions)

Planned Spending	Actual Spending	Difference
186.5	186.0	0.5
No significant variance.		

2012–13 Human Resources (Full-Time Equivalents – FTEs)

Planned	Actual	Difference
269	251	18
No significant variance.		

Sub-Program 2.1.2 Performance Results

Expected Results	Performance Indicators	Targets	Actual Results
Compliance with occupational health and safety standards to ensure safe workplaces within the federal jurisdiction	Percentage of occupational health and safety proactive assignments completed in targeted high-priority industries (including total time spent on these assignments) **Source:** Labour Application 2000	80% of proactive interventions in high-risk sectors	**2012–13:** 80%

Sub-Program 2.1.2 Performance Analysis and Lessons Learned

In 2012–13, the Labour Program successfully delivered its programs and services to Canadians to foster productive, healthy and safe workplaces. In the face of an expanding and increasingly complex sphere of responsibility, the Labour Program must use a modern and comprehensive compliance strategy that involves a range of efficient, effective and results-focused tools. In recent years, the Labour Program focused on prevention-based strategies to facilitate compliance by helping employers and workers comply with their obligations under the *Canada Labour Code* and other legislation. At the same time, the Labour Program continued to pursue enforcement action when necessary to ensure compliance with law, protect workers and maintain a level playing field for law-abiding employers.

The Labour Program's approach to facilitating employer compliance with the *Canada Labour Code* is working to improve worker safety. In 2012–13, the Labour Program undertook 4,000 interventions in 500 workplace sites to help employers comply with their obligations under the *Canada Labour Code*. In 2012–13, 80 percent of proactive and prevention assignments were completed in targeted high risk industries (e.g. trucking). Also, between 2001 and 2011, the Disabling Injuries Incidence Rate decreased in the federal jurisdiction by 29 percent.

The Labour Program also contributed to the development of a voluntary national standard for Psychological Health and Safety in the Workplace by working in collaboration with the Canadian Centre for Occupational Health and Safety and the Mental Health Commission of Canada. Occupational health and safety protections for workers were also enhanced through regulatory amendments to first aid provisions within the *Canada Labour Code*.

Furthermore, in support of achieving greater value for Canadians, the Federal Workers Compensation Service redesigned its third party claims process, which improved the efficiency and effectiveness of program administration and contributed to an increase in the amount of funds recovered from liable third parties for the Government of Canada. The total amount collected in 2011–12 was $2.2 million, while the amount recovered in 2012–13 increased to $4.2 million.

Sub-Program 2.1.3: International Labour Affairs

Sub-Program Description

This Sub-Program seeks to protect Canadian workers and employers from unfair competition from other countries based on poor labour standards or lax labour law enforcement. The Sub-Program negotiates international labour standards that reflect Canadian values and oversees Canada's participation in international labour forums. The Sub-Program also promotes fundamental labour rights internationally to support equitable growth and social stability in developing countries, protect human rights and contribute to reducing the growing global divide between rich and poor. The Sub-Program negotiates and implements international labour cooperation agreements and other frameworks and provides technical assistance to partner countries.

2012–13 Financial Resources ($ millions)

Planned Spending	Actual Spending	Difference
6.4	6.3	0.1
No significant variance.		

2012–13 Human Resources (Full-Time Equivalents – FTEs)

Planned	Actual	Difference
37	34	3
No significant variance.		

Sub-Program 2.1.3 Performance Results

Expected Results	Performance Indicators	Targets	Actual Results
Canada's values and interests are advanced internationally through international forums, labour cooperation agreements and technical assistance support to partner countries	Percentage of instances in which Canada's position on labour issues, as articulated by the Labour Program, is reflected in pertinent outcome documents (resolutions, conclusions, recommendations and agreements etc.) **Source:** International Labour Organization and Organization of American States outcome documents, United Nations resolutions, Inter-American Conference of Ministers of Labour Declarations and Plans of Action, Labour Cooperation Agreements.	75%	**2012–13:** 80%

Sub-Program 2.1.3 Performance Analysis and Lessons Learned

The Labour Program continued to advance the Government of Canada's international trade agenda through its negotiation of labour provisions within the context of each of its trade agreements. In particular, during 2012–13, the Labour Program continued or initiated labour cooperation agreement negotiations with the European Union, Trans Pacific Partnership, Korea, Morocco and Japan. Discussions also took place with India.

In 2012–13, the legal review of the Canada Honduras Labour Cooperation Agreement (LCA) was finalized. The Canada Jordan LCA came into force on October 1, 2012, alongside the Free Trade Agreement between these two countries.

The Labour Program organized successful missions to Colombia and Panama in support of Canada's current LCAs with these countries.

The Labour Program organized successful missions to China to expand cooperation on industrial relations, labour standards and occupational health and safety. A new Memorandum of Understanding for cooperation in the field of occupational health and safety was signed with China.

In addition, the renewal of the Cooperation Framework in the field of industrial relations and labour standards with China was finalized, as well as a cooperative activity on dispute resolution was successfully delivered. These missions further strengthened the Labour Program's engagement with China.

Sub-Program 2.1.4: Labour Standards and Equity

Sub-Program Description

This Sub-Program seeks to promote and sustain fair and equitable workplaces within the federal jurisdiction (interprovincial transportation, post office and courier companies, telecommunications, banking, grain handling, nuclear facilities, federal Crown corporations, companies who have contracts with the federal government, Aboriginal governments and their employees, and Aboriginal communities and certain Aboriginal undertakings). The Sub-Program administers and enforces labour standards through education and compliance activities. It also seeks to identify and eliminate barriers to employment for the four designated groups (women, Aboriginal peoples, persons with disabilities and members of visible minorities) within the federal jurisdiction and with provincially regulated contractors conducting business with the federal government. The Sub-Program also reduces the economic insecurity of workers through the protection of wages, and vacation, severance and termination pay when their employer declares bankruptcy or becomes subject to receivership.

2012–13 Financial Resources ($ millions)

Planned Spending	Actual Spending	Difference
80.1	51.6	28.5
The variance is mainly due to a decrease in application volumes for the Wage Earner Protection Program.		

2012–13 Human Resources (Full-Time Equivalents – FTEs)

Planned	Actual	Difference
265	247	18
No significant variance.		

Sub-Program 2.1.4 Performance Results

Expected Results	Performance Indicators	Targets	Actual Results
Employers comply with Part III (Labour Standards) of the *Canada Labour Code*	Three-year average number of violations under Part III of the *Canada Labour Code* per 1,000 federally regulated Full-Time Equivalents compared to the previous three-year average number of violations **Source:** Labour Application 2000; Federal Jurisdiction Injury Database; Federal Jurisdiction Survey	Reduction in number of Part III violations per 1,000 Full-Time Equivalents	**2012–13:** Reduction of 0.33 violations per 1,000 federally regulated Full-Time Equivalents (from 5.13 to 4.80)

Sub-Program 2.1.4 Performance Analysis and Lessons Learned

The Labour Program continued to increase its proactive efforts on labour standards and workplace equity. The Program amended Part III (Labour Standards) of the *Canada Labour Code*, which further streamlined compliance.

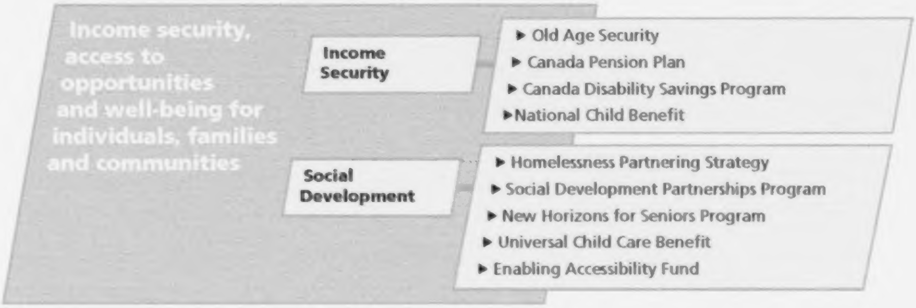
In addition, the Labour Program was successful in its efforts to educate employers on their obligations under Part III of the *Canada Labour Code*. For the three-year period (April 1, 2010 to March 31, 2013), the average number of violations under Part III has decreased from the previous three-year period (April 1, 2009 to March 31, 2012) from an average of 4,507 to 4,295.

In 2012–13, the Labour Program was instrumental in recovering over $4 million of unpaid wages arising from the investigation of over 2,500 monetary complaints. This represents 78 percent of the monies owed; a result achieved through a combination of employers' voluntary compliance and the application of enforcement tools, such as payment orders to employers, director's liability and orders to debtors. Through the use of alternate dispute resolution techniques, the Labour Program was successful in resolving 71.2 percent of these complaints; meaning the parties were able to come to an agreement.

Under Part III (Labour Standards) of the *Canada Labour Code*, 142 appointments were associated with Wage Recovery appeal cases; 315 appointments for Unjust Dismissal appeal cases; and two appointments to support Wage Earner Protection Program appeal cases.

To support the Government of Canada's commitment to reduce regulatory burden on small-to-medium-sized employers, the Labour Program amended the *Employment Equity Act*, which streamlined administration and improved efficiency of the Federal Contractors Program.

Strategic Outcome 3


Income security, access to opportunities and well-being for individuals, families and communities
Income Security
▸ Old Age Security
▸ Canada Pension Plan
▸ Canada Disability Savings Program
▸ National Child Benefit
Social Development
▸ Homelessness Partnering Strategy
▸ Social Development Partnerships Program
▸ New Horizons for Seniors Program
▸ Universal Child Care Benefit
▸ Enabling Accessibility Fund

Program 3.1: Income Security

Program Description

This Program ensures that Canadians are provided with retirement pensions, survivor pensions, disability benefits and benefits for children, through the Old Age Security program, the Canada Pension Plan, the Canada Disability Savings Program and the National Child Benefit program.

2012–13 Financial Resources ($ millions)

Total Budgetary Expenditures (Main Estimates)	Planned Spending	Total Authorities (available for use)	Actual Spending (authorities used)	Difference (Planned vs. Actuals Spending)
40,308.1	75,722.2	76,315.6	76,309.5	(587.3)

The variance is mainly due to increased Old Age Security (OAS) and Canada Pension Plan (CPP) benefits associated with the aging population and changes in average monthly benefits. The number of CPP and OAS beneficiaries for this fiscal year was 5.8 million and 5.1 million respectively, similar to the number that was planned for 2012–13, while the monthly rate was higher by an average of approximately $2.72 per month for CPP and lower by an average of approximately $2.19 per month for OAS compared to the planned number.

2012–13 Human Resources (Full-Time Equivalents – FTEs)

Planned	Actual	Difference
356	321	35

No significant variance.

Program Performance Results

<table>
<tr><th>Expected Results</th><th>Performance Indicators</th><th>Targets</th><th>Actual and Historical Results</th></tr>
<tr>
<td>Canada's seniors have an adequate level of income to maintain their standard of living</td>
<td>Incidence[a] and depth[b] of low-income among the seniors[c] using the Market Basket Measure[d]
Source: Statistics Canada; Survey of Labour and Income Dynamics</td>
<td>Target: Not applicable
(Contextual Indicator[9])</td>
<td>
<table>
<tr><th>Year</th><th>Incidence and Depth</th><th>% of seniors who had low family income</th><th>% of seniors who would have had low income, if Canada Pension Plan, Old Age Security and Guaranteed Income Supplement were removed from total family disposable income</th><th>Difference</th></tr>
<tr><td>2011</td><td>Incidence
Depth</td><td>5.7
22.1</td><td>49.5
56.2</td><td>43.8
34.1</td></tr>
<tr><td>2010</td><td>Incidence
Depth</td><td>5.2
19.9</td><td>49.1
56.7</td><td>43.9
36.8</td></tr>
<tr><td>2009</td><td>Incidence
Depth</td><td>5.0
21.2</td><td>49.2
56.7</td><td>44.2
35.5</td></tr>
<tr><td>2008</td><td>Incidence
Depth</td><td>4.3
19.3</td><td>48.9
56.0</td><td>44.6
36.7</td></tr>
<tr><td>2007</td><td>Incidence
Depth</td><td>3.0
22.1</td><td>47.4
55.6</td><td>44.4
33.5</td></tr>
</table>
Note: Data has been calculated from 2005 to 2011, taking into consideration changes in Survey of Labour and Income Dynamics methodology in 2011, as well as changes to the Market Basket Measure[d] shelter component methodology. The revision took effect in 2011 and included an historical revision back to 2002. This affects the comparability to historical results shown in previous reports. There is a two-year lag in the availability of data for this indicator. The reason for the increase in low-income rates between 2007 and 2011 is the impact of the 2008 recession. Although the impact of this recession on incidence of low income has been minor compared to the previous two recessions. Over the last decade, 2007 (i.e. the year prior to the beginning of the 2008 recession) was the year where the lowest low-income rates among seniors and children have been observed. The rates then start to increase slightly during the following years. It should be noted, in 2011, the low-income rates among these two groups were not significantly higher than they were in 2002.
</td>
</tr>
<tr>
<td>Eligible working age Canadians with severe and prolonged disabilities have a measure of income security</td>
<td>Percentage of Canada Pension Plan (CPP) contributors who have contributory coverage/ eligibility for CPP Disability
Source: Administrative Data</td>
<td>68%</td>
<td>Results:
2011: 68%
Historical Results:
2010: 68%
2009: 68% (70% for Males and 65% for Females)
2008: 67%
2007: 66%
2006: 66%
Note: There is a two-year lag in availability of data for this indicator.</td>
</tr>
</table>

<table>
<tr>
<td>Eligible individuals with severe disabilities (and their families/ guardians) open Registered Disability Saving Plans to save for the future</td>
<td>Total number of registered accounts opened since the inception of the program
Source: Administrative Data</td>
<td>65,600 accounts</td>
<td>**Results:**
2012–13: 12,969 (67,756 total cumulative number of accounts since start of Program)
Historical Results:
2011–12: 54,787 accounts (total number of accounts since start of Program)
2010–11: 42,678 accounts (total number of accounts since start of Program)</td>
</tr>
<tr>
<td>Canada's families with children have an adequate level of income to maintain their standard of living</td>
<td>Incidence[a] and depth[b] of low income[e] among Canadians in families with children[f] using Market Basket Measure[d]
Source: Statistics Canada; Survey of Labour and Income Dynamics</td>
<td>Target: Not applicable
(Contextual Indicator[g])</td>
<td>
<table>
<tr><th>Year</th><th>Incidence and Depth</th><th>% of Canadians in families with children who had low income</th><th>% of Canadians in families with children who would have had low income without the support of the National Child Benefit Supplement and the Universal Child Care Benefit</th><th>Difference</th></tr>
<tr><td>2011</td><td>Incidence
Depth</td><td>11.7
25.5</td><td>14.8
31.6</td><td>3.1
6.1</td></tr>
<tr><td>2010</td><td>Incidence
Depth</td><td>11.2
25.1</td><td>14.7
30.2</td><td>3.5
5.1</td></tr>
<tr><td>2009</td><td>Incidence
Depth</td><td>11.9
28.2</td><td>15.6
32.7</td><td>3.7
4.5</td></tr>
<tr><td>2008</td><td>Incidence
Depth</td><td>10.7
26.5</td><td>13.5
32.9</td><td>2.8
6.4</td></tr>
<tr><td>2007</td><td>Incidence
Depth</td><td>10.0
26.5</td><td>13.5
32.2</td><td>3.5
5.7</td></tr>
</table>
Note: Data has been calculated from 2005 to 2011, taking into consideration changes in Survey of Labour and Income Dynamics methodology in 2011, as well as changes to the Market Basket Measure[d] shelter component methodology. The revision took effect in 2011 and included an historical revision back to 2002. This affects the comparability to historical results shown in previous reports. There is a two-year lag in the availability of data for this indicator. The reason for the increase in low-income rates between 2007 and 2011 is the impact of the 2008 recession. Although the impact of this recession on incidence of low income has been minor compared to the previous two recessions. Over the last decade, 2007 (i.e. the year prior to the beginning of the 2008 recession) was the year where the lowest low-income rates among seniors and children have been observed. The rates then start to increase slightly during the following years. It should be noted, in 2011, the low-income rates among these two groups were not significantly higher than they were in 2002.
</td>
</tr>
</table>

[a] The percentage of individuals living in families with a disposable income below their low-income threshold.

[b] The percentage by which the family income of persons in low-income families falls short of the relevant threshold. For example, a family whose Market Basket Measure threshold is $25,000 with a disposable income of $20,000 would have a depth of low income of $5,000 or 20 percent of the threshold level of $25,000.

[c] Individuals aged 65 and over.

[d] The basket on which the Market Basket Measure is based includes specified quantities and qualities of goods and services related to food, clothing and footwear, shelter, transportation and other goods and services such as personal and household needs, furniture, telephone service and modest levels of reading, recreation and entertainment.

[e] Low-income incidence is the percentage of individuals living in families with children with a disposable income below their relevant low-income threshold.

[f] Children are family members under the age of 18.

[g] Contextual indicators are used by the Department to monitor overall social trends and inform policy development. Specific outcomes are not actively targeted in the areas measured by this indicator.

Program Performance Analysis and Lessons Learned

In 2012–13, the Department put in place the necessary conditions for the Old Age Security (OAS) auto-enrolment and the voluntary deferral of the OAS pension. HRSDC also set up the new Social Security Tribunal and adjusted the Department's approach to dealing with OAS and Canada Pension Plan (CPP) appeals.

The recent Summative Evaluation of the OAS program indicated that OAS continues to play an important role in the economic security of Canada's seniors, significantly reducing the incidence of low income among seniors. The evaluation also showed an improvement in overall take-up for the OAS program in recent years. Legislative changes to the OAS program (i.e. the increase in the age of eligibility, the OAS pension deferral and the first phase of proactive enrolment), announced in *Economic Action Plan (EAP) 2012*, received Royal Assent in June 2013, ensuring its long-term affordability and flexibility.

In 2012–13, the Department continued implementing several changes to the CPP as a result of Bill C-51 (*Economic Recovery Act (stimulus)*), which will expand pension coverage and improve fairness in the Plan's flexible retirement provisions, as well as provide greater flexibility for older workers to combine pension and work income if they wish. Stemming from the 2011 CPP Disability Summative Evaluation, a detailed Management Action Plan was developed and is being advanced in the context of broader CPP modernization efforts. Its aim is to ensure that the program is modernized to: streamline and simplify applications; improve performance management; and support return to work.

During 2012–13, the Government of Canada contributed $171.3 million in matching grants and $68.8 million in bonds as part of the Canada Disability Savings Program. From December 2008 (when the Program became available to Canadians) to the end of March 2013, a total of 67,756 Registered Disability Saving Plans have been registered, into which the Government paid $489.9 million in grants and $218.2 million in bonds. This year, the program worked with partners to implement the new measures announced in *EAP 2012*, putting several measures into effect and ensuring that the remainder of the *EAP* announcements are on track to be implemented, as scheduled, on January 1, 2014. HRSDC also undertook a variety of outreach and communications initiatives to increase awareness and understanding of the Canada Disability Savings Program.

Sub-Program 3.1.1: Old Age Security

Sub-Program Description

This Sub-Program provides a basic income to Canadian senior citizens. It is delivered to individuals who meet age, residence and legal status requirements. The Old Age Security (OAS) program includes the OAS basic pension, which is paid to all Canadian seniors who meet the residence requirements, the Guaranteed Income Supplement (GIS) for low-income seniors and the Allowances for low-income individuals aged 60 to 64 who are the spouse/common-law partner of a GIS recipient, or who are a widow/widower.

2012–13 Financial Resources ($ millions)

Planned Spending	Actual Spending	Difference
40,156.7	40,295.1	(138.4)

The variance is mainly due to increased Old Age Security (OAS) payments associated with the aging population and changes in average monthly benefits. The number of OAS beneficiaries for this fiscal year was 5.1 million, similar to the number that was planned for 2012–13, while the monthly rate was lower by an average of approximately $2.19 per month compared to the planned number.

2012–13 Human Resources (Full-Time Equivalents – FTEs)

Planned	Actual	Difference
60	27	33

The variance in Old Age Security FTE utilization between the planned and the actual FTEs is a direct result of an overestimation in the planning numbers, which did not materialize.

Sub-Program 3.1.1 Performance Results

Expected Results	Performance Indicators	Targets	Actual Results
Canada's seniors have a minimal level of income security	Percentage of seniors above the low-income cut off (LICO) **Source:** Statistics Canada	Not applicable (Contextual Indicator*)	**2010:** 94.7% **Historical Results:** 2009: 95.8% 2008: 94.2% **Note:** There is a two-year lag in the availability of data for this indicator.
	Percentage Income variation (depth) below the LICO **Source:** Statistics Canada	Not applicable (Contextual Indicator*)	**2010:** 22.1% **Historical Results:** 2009: 22.4% 2008: 24.0% **Note:** There is a two-year lag in the availability of data for this indicator.
	Percentage Income variation (depth) below the Market Basket Measure **Source:** Statistics Canada	Not applicable (Contextual Indicator*)	**2010:** 18.5% **Historical Results:** 2009: 19.2% 2008: 16.0% **Note:** There is a two-year lag in the availability of data for this indicator.

* Contextual indicators are used by the Department to monitor overall social trends and inform policy development. Specific outcomes are not actively targeted in the areas measured by this indicator.

Sub-Program 3.1.1 Performance Analysis and Lessons Learned

Legislative changes to the Old Age Security (OAS) program announced in *Economic Action Plan (EAP)* 2012 to increase to the age of eligibility, proactive enrolment and allowing for the deferral of the OAS pension received Royal Assent in June 2013, ensuring the long-term affordability and flexibility of the OAS program. The Department continued its policy work related to these changes and worked closely with Service Canada on implementation issues, as well as ensuring that Canadians are aware of the changes and how they may impact their retirement plans.

HRSDC worked with the Department of Finance and the Financial Consumer Agency of Canada to identify unique challenges seniors face in regards to financial literacy, including decisions made throughout their life. A strategy is being developed to improve the financial literacy of seniors, which will be implemented by the Financial Literacy Leader.

The OAS Program Summative Evaluation was published in July 2012. The evaluation was the first comprehensive evaluation of the OAS program since 1992. It assessed the program's relevance, achievement of core objectives and cost effectiveness over a 15-year period (from 1992 to 2007). The evaluation's findings are generally positive, indicating that the OAS program continues to play an important role in the economic security of Canada's seniors and is effective in achieving its core objectives. That is, the OAS program significantly reduces the incidence of low income among seniors. It also provides high levels of income replacement to individuals and families with very low pre-retirement earnings and contributes towards the replacement of pre-retirement income for most other seniors.

While making recommendations for further analysis in some areas, the evaluation shows an improvement in overall take-up for the OAS program. From 1996 to 2006, the take-up rate for the OAS pension remained stable while the take-up rate for the Guaranteed Income Supplement increased by 12 percentage points (from 75 percent to 87 percent).

The Evaluation Report is available at **www.hrsdc.gc.ca/eng/publications_resources/evaluation/index.shtml**.

Sub-Program 3.1.2: Canada Pension Plan

Sub-Program Description

This Sub-Program provides employees or self-employed persons, who have contributed sufficiently to the Plan, with partial income replacement in the event of retirement, disability or death. The Canada Pension Plan (CPP) is a joint federal-provincial plan that operates throughout Canada, except in Quebec, which has its own comparable plan. The CPP is funded through contributions from employees, employers and self-employed persons and investment revenue. The Plan targets seniors and eligible pensioners, surviving spouses/partners, people with disabilities and the dependent children of disabled or deceased contributors.

2012–13 Financial Resources ($ millions)

Planned Spending	Actual Spending	Difference
35,445.3	35,769.9	(324.6)
No significant variance.		

2012–13 Human Resources (Full-Time Equivalents – FTEs)

Planned	Actual	Difference
268	269	(1)
No significant variance.		

Sub-Program 3.1.2 Performance Results

Expected Results	Performance Indicators	Targets	Actual Results
Eligible Canada Pension Plan (CPP) contributors and their families are protected against loss of earnings income in the event of retirement, disability or death	Percentage of Canadian workforce outside of Quebec who have contributed to the CPP **Source:** Statistics Canada, Administrative Data	The initial target for this measure has been set for the 2013–14 fiscal year (94%)	**2010:** 91.2% **Historical Results:** 2009: 90.9% 2008: 91.3% **Note:** There is a two-year lag in the availability of data for this indicator.

Sub-Program 3.1.2 Performance Analysis and Lessons Learned

The Department continued implementing several changes to the Canada Pension Plan (CPP) in 2012–13 as a result of Bill C-51 (*Economic Recovery Act (stimulus)*). The changes will be completely phased in by 2016 and provide greater flexibility for older workers to combine pension and work income if they wish, modestly expand pension coverage and improve fairness in the Plan's flexible retirement provisions.

In 2012–13, the third pension adjustments for early (between ages 60 and 64) and late (between ages 66 and 70) take-up of the CPP retirement pension was implemented, improving the Plan's fairness. The reduction for starting a CPP retirement pension before age 65 will continue to increase until 2016 until it reaches 0.6 percent per month, however the increase for starting CPP retirement pensions after age 65 has now been fully implemented and was increased to 0.7 percent per month, or 42 percent for those who wait until after age 70.

Proposals in the 2007–09 Triennial Review of the Canada Pension Plan also included two technical amendments concerning the CPP disability pension. Bill C-51 provided the authority to pro-rate earnings of late disability applicants, for the purpose of determining contributory eligibility, thereby extending to this group similar treatment currently received by timely applicants for CPP Disability benefits. As well, it clarified that in the case of a disability late applicant, the contributory period cannot end any earlier than 15 months prior to the date the application was actually received.

The Evaluation Report is available at **www.hrsdc.gc.ca/eng/publications/evaluations/income/2011/january.shtml**.

As a result of the 2011 CPP Disability Summative Evaluation, a detailed Management Action Plan has been developed to ensure that the program is modernized to: streamline and simplify applications; improve performance management and support return to work. Opportunities will be sought to advance the action plan in the context of broader modernization efforts.

Sub-Program 3.1.3: Canada Disability Savings Program

Sub-Program Description

The Canada Disability Savings Program helps Canadians with severe and prolonged disabilities and their families save for the future through Registered Disability Savings Plans (RDSPs). Canadian residents under the age of 60 who have a Social Insurance Number (SIN) and are eligible for the Disability Tax Credit can open an RDSP. The Program provides contributions to the RDSPs of eligible individuals in the form of grants and bonds. Grants and bonds are paid until the year the beneficiary turns 49. The program has no impact on other federal benefits, such as the Canada Child Tax Benefit, the Goods and Services Tax Credit, Old Age Security and Employment Insurance.

2012–13 Financial Resources ($ millions)

Planned Spending	Actual Spending	Difference
120.0	244.2	(124.2)
The variance is due primarily to the implementation of the carry-forward provision in January 2012, which allows beneficiaries to claim unused grant and bond entitlements for a ten-year period, back to 2008, when Registered Disability Savings Plans became available.		

2012–13 Human Resources (Full-Time Equivalents – FTEs)

Planned	Actual	Difference
26	24	2
No significant variance.		

Sub-Program 3.1.3 Performance Results

Expected Results	Performance Indicators	Targets	Actual Results
People with severe and prolonged disabilities have a measure of long-term financial security	Percentage of Canadians in receipt of the Disability Tax Credit, that have an account (to be eligible for the Registered Disability Savings Plan, the beneficiary of the savings plan must be eligible for the Disability Tax Credit – under 60) **Source:** Administrative Data	The initial target for this measure has been set for the 2013–14 fiscal year (14.2%)	**2012–13:** 14.2% **Historical Results:** 2011–12: 11.5% 2010–11: 9.5%
	Percentage of accounts receiving government contributions (Canada Disability Savings Grants and Canada Disability Savings Bonds) **Source:** Administrative Data	The initial target for this measure has been set for the 2013–14 fiscal year (40%)	**2012–13:** 56.4%

Sub-Program 3.1.3 Performance Analysis and Lessons Learned

The Canada Disability Savings Program undertook a variety of outreach and communications initiatives to increase Program awareness and understanding to improve Program take-up. As well, this Program worked with partners to develop the necessary systems processes to implement the new measures announced in *Economic Action Plan (EAP) 2012*. The Qualifying Family Member as holder took effect in June 2012. Administrative updates became operational in February 2013. The remainder of the *EAP* announcements are on track to be implemented as scheduled on January 1, 2014.

Sub-Program 3.1.4: National Child Benefit

Sub-Program Description

The National Child Benefit (NCB) initiative, a partnership among federal, provincial and territorial governments, with a First Nations component, is designed: to help prevent and reduce the depth of child poverty, promote attachment to the labour market by ensuring families are always better off as a result of working, and reduce program overlap and duplication. This benefit initiative provides income support and other benefits and services to low-income families with children. The Government of Canada also provides a NCB Supplement, which is an additional benefit paid to low-income families with children through the Canada Child Tax Benefit, and complements other federal supports for families with children. While the NCB Supplement is delivered by the Canada Revenue Agency, HRSDC is responsible for policy development with respect to the federal-provincial/territorial (F-P/T) NCB initiative and coordinates annual F-P/T reports to Canadians on progress.

2012–13 Financial Resources ($ millions)

Planned Spending	Actual Spending	Difference
0.2	0.3	(0.1)
No significant variance.		

2012–13 Human Resources (Full-Time Equivalents – FTEs)

Planned	Actual	Difference
2	1	1
No significant variance.		

Sub-Program 3.1.4 Performance Results

Expected Results	Performance Indicators	Targets	Actual Results
Poverty among low-income families with children is reduced and prevented	Depth of low income, measured by the amount the National Child Benefit (NCB) initiative reduces the poverty gap for families remaining below the Market Basket Measures (MBM) threshold **Source:** Strategic Policy and Research data	Not applicable (Contextual Indicator*)	The low-income gap (the additional amount of income needed by low-income families to reach the low-income line) was reduced by 23.8 % in 2006
	Impact on incidence of low income, measured by the number of children prevented from living below the MBM threshold as a result of the NCB initiative **Source:** Strategic Policy and Research data	Not applicable (Contextual Indicator*)	151,700 children were prevented from living in low income in 2006 (1.6 percentage point decrease in the incidence of low income among families with children)
	Impact on overall child poverty (%) as a direct result of the NCB initiative **Source:** Strategic Policy and Research data	Not applicable (Contextual Indicator*)	With the NCB in place, the incidence of low income for families with children was 12.6% in 2006 compared to 14.2% without the NCB

* Contextual indicators are used by the Department to monitor overall social trends and inform policy development. Specific outcomes are not actively targeted in the areas measured by this indicator.

Sub-Program 3.1.4 Performance Analysis and Lessons Learned

The *National Child Benefit (NCB) Progress Report: 2008* (latest year of publicly available results) confirms that the initiative is improving the situation for families with children by reducing the incidence and depth of child poverty. The federal-provincial/territorial (F-P/T) *NCB Progress Report: 2008* estimates that in 2006, as a direct result of the NCB initiative, 151,700 children in 61,900 families were prevented from living below the Market Basket Measure low-income thresholds, a reduction of 11.5 percent. These families saw their average disposable income increase by an estimated $2,900 or 10.5 percent. Furthermore, the low-income gap (the additional amount of income needed by low-income families to reach the low-income line) was reduced by 23.8 percent in 2006 for families with children. To obtain the most recent progress report or for further information, please visit the F-P/T NCB website at **www.nationalchildbenefit.ca/eng/home.shtml**.

Program 3.2: Social Development

Program Description

This Program supports programs for the homeless or those individuals at risk of homelessness, as well as programs for children, families, seniors, communities and people with disabilities. It provides these groups with the knowledge, information and opportunities to move forward with their own solutions to social and economic challenges.

2012–13 Financial Resources ($ millions)

Total Budgetary Expenditures (Main Estimates)	Planned Spending	Total Authorities (available for use)	Actual Spending (authorities used)	Difference (Planned vs. Actuals Spending)
3,007.2	3,007.2	3,026.6	2,996.6	10.6
No significant variance.				

2012–13 Human Resources (Full-Time Equivalents – FTEs)

Planned	Actual	Difference
528	466	62
The variance was partly due to workforce adjustment options (employees who returned to school, took early retirement, or found alternate employment within the Public Service) and the remaining were vacant FTE positions not being staffed.		

Program Performance Results

Expected Results	Performance Indicators	Targets	Actual and Historical Results
Homelessness is prevented and reduced	Number of people placed in longer-term stable housing through Homelessness Partnering Strategy-funded projects **Source:** Homelessness Electronic Reporting Information Network	5,000	**Results:** 2012–13: 10,027 Homelessness Partnering Strategy targets for the 2011–14 period were based on 2009–11 data. Communities are now providing additional supports related to income stability which may account for the variance. **Historical Results:** 2011–12: 10,902
Not-for-profit sector and partners have the capacity to respond to existing and emerging social issues for target populations	Number of partnerships/ networks developed by funding recipients as a result of funded projects **Source:** Administrative Data	Target is not available Currently SDPP is in the process of transformation which will impact targets, indicators and outcomes.	**Results:** 2012–13: 694 **Historical Results:** 2011–12: 962 2010–11: 1,014 2009–10: 97
Seniors participate in, and contribute to, communities	Number of seniors involved in projects focused on sharing their knowledge, experience and expertise **Source:** Administrative data	Baseline Year Program was under development in 2012–13 and targets have been set for 2013–14.	**Results:** 2012–13: Not available Data from the 2011–12 Call for Proposal (CFP) is in the process of being received and will be analyzed in the fall of 2013. Data from the 2012–13 CFP will not be available until the fall of 2014. **Historical Results:** Not applicable

People with disabilities can access community facilities	The number of facilities renovated, constructed and/or retrofitted over a three-year period **Source:** Administrative Data	240	**Results:** 2012–13: 428 **Historical Results:** 2011–12: 103 2010–11: 192 2009–10: 169 2008–09: 166
	The number of accessible information/communication technologies installed and/or modified **Source:** Administrative Data	21	**Results:** 2012–13: 37 **Historical Results:** 2011–12: 4 2010–11: 16 2009–10: 25

Program Performance Analysis and Lessons Learned

In 2012–13, HRSDC continued to implement enhancements to the Homelessness Partnering Strategy. Supported by the Homeless Individuals and Families Information System software, the Department was able to release to the public the first national shelter study, which indicates that emergency shelter use in Canada remained relatively stable over the four-year study period. This study is providing communities with a better understanding of homelessness in Canada, allowing them to tailor their programs and services to help those most in need.

Also in 2012–13 the 1st Prime Minister's Volunteer Awards were presented and a series of projects that test different aspects of social financing and advance the departmental agenda on social partnerships was launched. This agenda involves leveraging community assets to address social challenges, for example through tri-partite partnering with innovative charities and forward-thinking private sector companies. Through these projects, the Department has continued to support not-for-profit organizations in addressing issues related to caregiving over the life course, supporting children, youth and families and strengthening not for profit organizations. There were numerous lessons learned with respect to the transformation of the Social Development Partnerships Program (SDPP) and associated pilot projects. Early evidence from evaluations suggests that recipients are on track to meet the targeted leveraging ratios set by HRSDC. SDPP organizations have challenges in accessing private sector resources. In 2012–13, three Calls for Proposals were issued for the SDPP-Disability component, that support the transformation of the program.

The federal government proposed the extension of the Enabling Accessibility Fund on an ongoing basis, at a level of $15 million per year, to support projects that improve the physical accessibility of persons with disabilities, including workplace accommodations. In 2012–13, 428 projects were funded, surpassing the program's expected target of 261 projects, due in part to re-profiling of some 2011–12 projects. The Department also worked collaboratively to support the Panel on Labour Market Opportunities for Persons with Disabilities, which successfully delivered its report last December.

As part of the New Horizons for Seniors Program, 31 Pan-Canadian projects are underway based on the 2011–12 Call for Proposals. HRSDC has improved the collection of information for pan-Canadian projects by developing a recipient survey, including questions on their use of volunteers, availability and development of networks, services and action plans within their community to address elder abuse.

Sub-Program 3.2.1: Homelessness Partnering Strategy

Sub-Program Description

This Sub-Program supports the implementation of effective, sustainable and community-based solutions to prevent and reduce homelessness across Canada. The Homelessness Partnering Strategy (HPS) is a community-based program that provides grant and contribution funding to communities and service providers to create new partnerships and structures that will develop and deliver services to Canada's homeless people or those most at risk of homelessness, as well as develop longer-term housing solutions such as transitional and supportive housing. These services target individuals, families and Aboriginal people in major urban centres, rural communities and the North. In addition, it provides funding to researchers to address gaps in homelessness research. The renewed HPS emphasizes: developing arrangements with provinces and territories to ensure a greater alignment of priorities and investments; providing greater support for rural and remote communities; ensuring culturally relevant programming and services for Aboriginal people who are homeless or at risk of homelessness; developing linkages on mental health and homelessness; increasing the relevance and dissemination of research; reinforcing accountability for results; and improving data sharing and collection. The *Economic Action Plan 2013* proposed a number of measures to help sustain a higher quality of life for Canadian families. This includes, beginning in 2014–15, investing $119 million per year over five years in the HPS using a "Housing First" approach, which aims to move people rapidly from shelters or the streets into stable housing while providing them with support. As a result, the HPS will be transitioning towards a new model.

2012–13 Financial Resources ($ millions)

Planned Spending	Actual Spending	Difference
153.6	137.0	16.6
The variance is mainly due to delays in the approval and launching of Calls for Proposals.		

2012–13 Human Resources (Full-Time Equivalents – FTEs)

Planned	Actual	Difference
233	206	27
The variance was partly due to workforce adjustment options (employees who returned to school, took early retirement, or found alternate employment within the Public Service) and the remaining were vacant FTE positions not being staffed.		

Sub-Program 3.2.1 Performance Results

Expected Results	Performance Indicators	Targets	Actual Results
Housing stability for homeless individuals and those at risk of becoming homeless	Percentage of people that remained housed three months after having received a direct housing loss prevention intervention (total number of individuals receiving an intervention) **Source:** Homelessness Electronic Reporting Information Network	The initial target for this measure has been set for the 2013–14 fiscal year (75%)	**2012–13:** 87%* **Historical Results:** 2011–12: 83.10% 2010–11: 95%
	Number of people that increased their employment stability supported through an Homelessness Partnering Strategy (HPS)-funded service **Source:** Homelessness Electronic Reporting Information Network	The initial target for this measure has been set for the 2013–14 fiscal year (2,400)	**2012–13:** 5,518* **Historical Results:** 2011–12: 7,583
	Number of people that increased their income or income stability supported through an HPS-funded service **Source:** Homelessness Electronic Reporting Information Network	The initial target for this measure has been set for the 2013–14 fiscal year (7,000)	**2012–13:** 18,886* **Historical Results:** 2011–12: 14,602

* Homelessness Partnering Strategy targets for the 2011–14 period were based on 2009–11 data. Communities are now providing additional supports related to income stability which may account for the significant variance.

Sub-Program 3.2.1 Performance Analysis and Lessons Learned

In 2012–13, the Department continued to implement enhancements to the Homelessness Partnering Strategy.

The first-ever national portrait of homelessness in Canada, the National Shelter Study 2005–09 (**www.hrsdc.gc.ca/eng/communities/homelessness/reports/shelter_study.shtml**), was released and provides an overview of emergency shelter use over the 2005–09 period and goes beyond previous studies by describing the characteristics of shelters and shelter users. The data suggests that emergency shelter use in Canada remained relatively stable over the four-year study period, with approximately 150,000 shelter users per year. This study is also helping to inform future policy decisions and is providing communities with a better understanding of homelessness in Canada so they can tailor their programs and services to help those most in need.

Pilot testing of community progress indicators to better understand the homeless situation and to measure the impact of collective efforts to address homelessness at the community level was completed in six communities in 2012–13. The results of this pilot, along with expert advice and community consultation, are informing the next steps in implementing in additional communities in 2013–14 with the ultimate goal being a set of common indicators that all communities would implement post-2014. Pilot communities indicated that these indicators helped inform and guide their priority setting and planning processes. Provinces and territories were actively engaged throughout the pilot process; it is noteworthy that Ontario has adopted this work as part of its regular reporting on homelessness.

Version 3.8 of the Homeless Individuals and Families Information System software was launched, to support operational delivery by homelessness service providers and provide expanded information on clients of federal interest (i.e. veterans, immigrants). HRSDC also developed an innovative e-learning tool for the software. As a result, training is available on demand and can be accessed as needed.

The Mental Health Commission of Canada's At Home/Chez Soi demonstration project related to mental health and homelessness concluded on March 31, 2013. The Department negotiated one-time transitional funding agreements with the provincial governments of four of the five demonstration sites where the project took place, to ensure a smooth transition for At Home/Chez Soi project participants. Negotiations with the province of Quebec to implement a similar transition for the Montreal demonstration site continue into 2013–14.

An evaluation of the Homelessness Partnering Strategy is currently underway.

Sub-Program 3.2.2: Social Development Partnerships Program

Sub-Program Description

This Sub-Program is a broad-based program that makes strategic investments to support government priorities related to children and families, people with disabilities, the voluntary sector, official languages minority communities and other vulnerable populations by playing a unique role in furthering broad social goals. It provides an opportunity to work in partnership with social not-for-profit organizations to help improve life outcomes of these target groups. Social Development Partnerships Program (SDPP)-funded activities are expected to lead to the development and sharing of knowledge of existing and emerging social issues; the creation of collaboration, partnerships, alliances and networks; and the development of approaches to respond to existing and emerging social issues. Over the long term, SDPP support for these activities will help the not-for-profit sector and partners be more effective in addressing existing and emerging social issues, and will help target populations have access to information, programs and services tailored to their unique needs.

2012–13 Financial Resources ($ millions)

Planned Spending	Actual Spending	Difference
31.6	24.1	7.5
No significant variance.		

2012–13 Human Resources (Full-Time Equivalents – FTEs)

Planned	Actual	Difference
112	99	13
The variance was partly due to workforce adjustment options (employees who returned to school, took early retirement, or found alternate employment within the Public Service) and the remaining were vacant FTE positions not being staffed.		

Sub-Program 3.2.2 Performance Results

Expected Results	Performance Indicators	Targets	Actual Results
Not-for-profit sector and partners have capacity to respond to existing and emerging social issues for target populations	Number of partnerships/ networks developed by funding recipients as a result of funded projects **Source:** Administrative Data	Baseline year	**2012–13:** 694

Sub-Program 3.2.2 Performance Analysis and Lessons Learned

There were numerous lessons learned with respect to the transformation of the Social Development Partnerships Program (SDPP) and associated pilot projects.

In terms of the leveraging pilots, 18 have been approved for funding based on the 2012 Call for Proposals. Through the developmental evaluation approach, early evidence suggests that recipients are on track to meet the targeted leveraging ratios set by HRSDC. That is, obtaining non-federal funding appears to be attainable for all projects. SDPP organizations have challenges in accessing private sector resources. This is an area that will be explored further, through evaluation questions, to identify opportunities and challenges.

To date, all recipients have obtained commitments from non-federal partners and in some cases work with these partners has begun. As is the case with leveraging resources, most currently committed partners are not new to the recipient organization and few are from the private sector. The precise reasons for this will be explored through our developmental evaluation questions, including the possibility of different conditions in rural/remote areas as opposed to urban areas.

HRSDC has also closed off 33 multi-year projects based on the 2009 Call for Proposals. These projects were focused on caregiving, increasing the sustainability of the not for profit sector and supporting children and families. Key lessons learned include being more specific in terms of the social issues to be addressed through SDPP. From the 2009 Call for Proposals, the Department also recognized the value of in-kind donations and see these donations as playing a large role in a transformed SDPP.

Based on the projects' objectives, they will be addressing multiple social issues. Impacts will begin to be measured later this year as the projects progress.

Regarding the SDPP (Disability Component), in order to support the decision to transform the Program, a three-pronged Transition Support Measures Strategy was approved in November 2012. The Department issued three Call for Proposals in fiscal year 2012–13 to support the Strategy.

Sub-Program 3.2.3: New Horizons for Seniors Program

Sub-Program Description

This Sub-Program provides funding to non-profit organizations to support local projects across Canada that encourage seniors to contribute their skills, experience and wisdom in support of social well-being in their communities, and that promote the ongoing involvement of seniors in their communities to reduce their risk of social isolation. It also seeks to strengthen networks and associations among community members, community organizations and governments and enhance opportunities for building community capacity and partnerships to respond to existing or emerging social challenges. Recognizing that seniors' needs are best addressed by multiple players working in concert, the New Horizons for Seniors Program (NHSP) works in partnership with seniors themselves, community organizations, federal departments and agencies and with provincial, territorial, municipal and Aboriginal governments. The NHSP accomplishes its objectives through three different funding components, namely Community Participation and Leadership; Capital Assistance; and Elder Abuse Awareness.

2012–13 Financial Resources ($ millions)

Planned Spending	Actual Spending	Difference
50.7	82.8	(32.1)
The variance is mainly due to a reprofile of nearly $35 million from 2011–12 to 2012–13.		

2012–13 Human Resources (Full-Time Equivalents – FTEs)

Planned	Actual	Difference
110	97	13
No significant variance.		

Sub-Program 3.2.3 Performance Results

Expected Results	Performance Indicators	Targets	Actual Results
Communities have the capacity to address local issues by engaging seniors	Number of recipient organizations reporting increased capacity to support seniors initiatives **Source:** Final recipient report	Baseline Year Program was under development in 2012–13 and targets have been set for 2013–14.	**2012–13:** Not available Data from the 2011–12 Call for Proposal (CFP) is in the process of being received and will be analyzed in the fall of 2013. Data from the 2012–13 CFP will not be available until the fall of 2014.
	Number of individuals made aware of resources related to elder abuse prevention due to program funding **Source:** Final recipient report	Baseline Year Program was under development in 2012–13 and targets have been set for 2013–14.	**2012–13:** 262,750
Seniors participate in and contribute to communities	Number of seniors involved in projects focused on sharing their knowledge, experience and expertise **Source:** Final recipient report	Baseline Year Program was under development in 2012–13 and targets have been set for 2013–14.	**2012–13:** Not available Data from the 2011–12 CFP is in the process of being received and will be analyzed in the fall of 2013. Data from the 2012–13 CFP will not be available until the fall of 2014.
	Number of projects promoting volunteerism among seniors and other generations **Source:** Final recipient report	Baseline Year Program was under development in 2012–13 and targets have been set for 2013–14.	**2012–13:** 183

Sub-Program 3.2.3 Performance Analysis and Lessons Learned

HRSDC is currently implementing a new Performance Measurement Strategy for New Horizons for Seniors Program (NSHP) which includes: an enhanced data collection and analysis plan for community-based and pan-Canadian projects; the 2012–13 final report for community-based grants to ensure greater clarity, ease of reporting and information sharing with the Department and communities; and the application of software programs to extract information from community-based final reports for the 2011–12 Call for Proposals.

HRSDC enhanced the collection of information for pan-Canadian projects by developing a survey for recipients to complete on their use of volunteers and availability and development of networks, services and action plans within their community to address elder abuse, using a pre and post-survey model to assess changes as projects progress.

An evaluability assessment for the 2013–14 evaluation of NHSP was approved. The decision was made to undertake a small-scale evaluation of NHSP focused on the development and sharing of NHSP project best practices. Preparatory work on the evaluation will begin in 2013–14 and the evaluation will be conducted in 2014–15.

Sub-Program 3.2.4: Universal Child Care Benefit

Sub-Program Description

The Universal Child Care Benefit (UCCB) is a statutory income benefit introduced in 2006, designed to assist Canadian families with young children by supporting their child care choices through direct financial support. The benefit was designed with the objective of supporting families in the choice of child care that best meets the needs of their family. Families receive up to $1,200 per year for each child under six. The benefit is taxable and must be reported by the lower-income spouse, or for single parents, declared as their own income, or as income of an eligible dependent child for whom the UCCB is paid. Families can use this monthly benefit to best address their child care needs. The UCCB provides assistance to Canadian families, in addition to other supports, such as the Canada Child Tax Benefit and the National Child Benefit Supplement and does not affect the benefits families receive under these programs or the Child Care Expense Deduction.

2012–13 Financial Resources ($ millions)

Planned Spending	Actual Spending	Difference
2,747.0	2,724.7	22.3
No significant variance.		

2012–13 Human Resources (Full-Time Equivalents – FTEs)

Planned	Actual	Difference
4	4	–
No significant variance.		

Sub-Program 3.2.4 Performance Results

Expected Results	Performance Indicators	Targets	Actual Results
Canadian parents with children under age 6 have financial support for choice in child care	Percentage of eligible children for whom parents are receiving the Universal Child Care Benefit (take-up rate) **Source:** Canada Revenue Agency and Statistics Canada Population Estimates	100%	**2012–13:** 96.8% **Historical Results:** 2011–12: 93.3% 2010–11: 94%

Sub-Program 3.2.4 Performance Analysis and Lessons Learned

To improve the application process for parents, all provinces and territories have agreed to implement the Automated Benefits Application initiative as their computer systems are updated. This is a joint partnership between the Canada Revenue Agency and provincial/territorial (P/T) Vital Statistics Agencies whereby parents of newborns are offered the option of checking a single box on the birth registration form, which triggers automated applications for federal child benefits, related P/T programs and the GST/HST credit. Applications can now be completed through this application in Alberta, Manitoba, Ontario, Quebec, Prince Edward Island, British Columbia, Nova Scotia and Newfoundland and Labrador. Automated Benefits Application service is scheduled to be launched in New Brunswick in November 2013, and Saskatchewan in June 2014. Over 80 percent of all newborns are now being registered through the Automated Benefits Application.

Sub-Program 3.2.5: Enabling Accessibility Fund

Sub-Program Description

The Enabling Accessibility Fund (EAF) contributes to the improvement of accessibility for people with disabilities in their communities. Canadians with disabilities often experience barriers to their full participation and inclusion in activities of everyday living. As a result, Canadians and their communities are not fully benefiting from the participation and experiences of people with disabilities. Through the various components of the program, EAF provides eligible recipients with grants or contributions to support community-based projects that improve accessibility, remove barriers, encourage a holistic approach to social and labour market participation, and enable Canadians with disabilities to fully contribute to their community.

2012–13 Financial Resources ($ millions)

Planned Spending	Actual Spending	Difference
24.3	28.0	(3.7)
No significant variance.		

2012–13 Human Resources (Full-Time Equivalents – FTEs)

Planned	Actual	Difference
69	60	9
No significant variance.		

Sub-Program 3.2.5 Performance Results

Expected Results	Performance Indicators	Targets	Actual Results
People with disabilities can access community facilities	The number of facilities renovated, constructed and/or retrofitted **Source:** Common System for Grants and Contributions	240	**2012–13:** 428*
	The number of vehicles modified for community use **Source:** Common System for Grants and Contributions	Not applicable	**2012–13:** 5
	The number of accessible information/communication technologies installed and/or modified **Source:** Common System for Grants and Contributions	21	**2012–13:** 37**

* The 428 "facilities renovated, constructed and/or retrofitted" is comprised of 184 projects funded early in the 2012–13 fiscal year from Call for Proposals (CFP) 2011, plus 244 projects funded late in the same fiscal year from CFP 2012.

** The 37 "accessible information/communication technologies installed and/or modified" is comprised of 17 projects funded early in the 2012–13 fiscal year from CFP 2011 plus 20 projects funded late in the same fiscal year from CFP 2012.

Under normal circumstances, the projects from CFP 2011 would have been funded in the same fiscal year that the CFP was held (2011–12). However, due to the large number of applications received, the assessment process took longer than anticipated resulting in the majority of approved projects not being funded until the fiscal year 2012–13). This resulted in much higher number than anticipated.

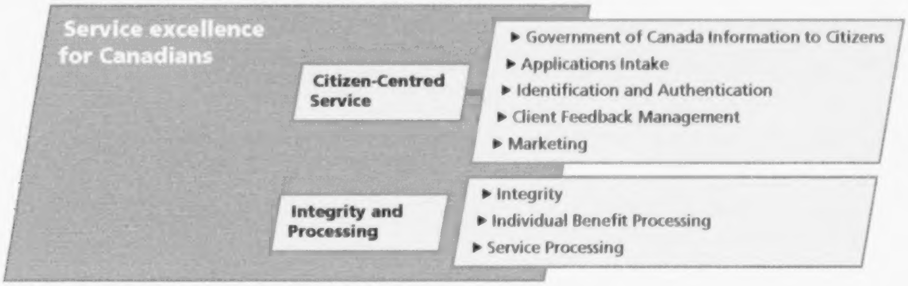
Sub-Program 3.2.5 Performance Analysis and Lessons Learned

Since the creation of the Enabling Accessibility Fund (EAF) in 2007, more than a thousand facilities have improved their level of accessibility via community-based projects, including 428 projects in 2012–13. This Program has served to increase the level of participation of persons with disabilities in community life as well as enabled their access to programs and services. The funding of these community-based projects across Canada has improved accessibility for thousands of Canadians. For more information on the EAF program, visit **www.hrsdc.gc.ca/eng/disability/eaf/index.shtml**.

Through Canada's *Economic Action Plan 2013*, the federal government proposed the extension of the EAF on an ongoing basis, at a level of $15 million per year, to support projects that improve the physical accessibility of persons with disabilities, including workplace accommodations.

The EAF Summative Evaluation was released in May 2013. The evaluation noted a high demand for the specific forms of support offered under the EAF and demonstrated that EAF is successful at supporting the installation of functioning accessibility structures, which in turn, increases accessibility to facilities, programs and services among people with disabilities. The report is now available at **www.hrsdc.gc.ca/eng/publications/evaluations/social_development/2012/november.shtml**.

Strategic Outcome 4


Service excellence for Canadians
Citizen-Centred Service
▸ Government of Canada Information to Citizens
▸ Applications Intake
▸ Identification and Authentication
▸ Client Feedback Management
▸ Marketing
Integrity and Processing
▸ Integrity
▸ Individual Benefit Processing
▸ Service Processing

Program 4.1: Citizen-Centred Service

Program Description

This Program aims to improve and integrate government service delivery by providing Canadians with a one-stop, easy-to-access, personalized service in person, by telephone, Internet and via mail. This Program is supported by overarching client segment strategies and partnerships with other departments, orders of government and community-based partners. This Program also includes client feedback mechanisms and the responsibility for increasing public awareness of Service Canada.

2012–13 Financial Resources ($ millions)

Total Budgetary Expenditures (Main Estimates)	Planned Spending	Total Authorities (available for use)	Actual Spending (authorities used)	Difference (Planned vs. Actuals Spending)
400.2	400.2	337.6	330.4	69.8

The variance is mainly due to the realignment of the Call Centres from this program to Integrity & Processing Program during the fiscal year.

2012–13 Human Resources (Full-Time Equivalents – FTEs)

Planned	Actual	Difference
5,584	3,087	2,497

The variance is mainly due to the realignment of 1,290 FTEs for the Call Centres to Integrity and Processing (refer to Program 4.2 – p. 88) and to surplus FTEs to fund financial pressures, such as to workforce adjustment costs (employees who returned to school, took early retirement, or found alternate employment within the Public Service).

Program Performance Results

Expected Results	Performance Indicators	Targets	Actual and Historical Results
Canadians have one-stop, personalized access to Government of Canada programs and services	Percentage of in-person clients proactively offered customized information in addition to the original request **Source:** Client Satisfaction Survey, the Mystery Shopper Report, the In-Person Survey	Baseline Year	**Results:** 2012–13: Not available* **Historical Results:** 74% – 91%**
	Percentage of clients satisfied with the quality of service received through channels **Source:** Client Satisfaction Survey	85%	**Results:** 2012–13: Not available* **Historical Results:** 2011–12: No survey was planned. 2010–11: 1 800 O-Canada: 89% In-person: 88% Internet: 79% Phone***: 78% Mail/fax: 72% 2007–08: 1 800 O-Canada: 90% In-person: 88% Internet: 84% Phone***: 84% Mail/fax: 83% 2005–06: 1 800 O-Canada: 92% In-person: 86% Internet: 79% Phone***: 78% Mail/fax: 79%

	Percentage of Canadians with access to a Service Canada point of service within 50 km of where they live **Source:** Administrative Data	90%	**Results:** 2012–13: 95.7% **Historical Results:** 2011–12: 95.8% 2010–11: 95.8% 2009–10: 95.7% 2008–09: 95.6% 2007–08: 95.4%

* Survey methodology was reviewed in order to allow Service Canada to better measure, learn from and report on clients' service experience. The reassessment of the methodologies has led to the postponement of the biennial client survey for 2012–13. As a consequence, results for indicators on proactive offers of customized information and client satisfaction are not available for this fiscal year. This also means that a baseline could not be developed as planned. Although no client survey was conducted, the results of this survey were to be supplemented and augmented by other approaches such as in-person centre exit surveys and mystery shopper exercises. As reported last year, an exit survey in Service Canada Centres found 70 percent of in-person clients stated that they were offered complementary information on programs or services that might be of assistance to them.

** The quality of client experience, although not assessed as satisfaction, was addressed in a recent mystery shopper study published in 2012. This study found that 74 percent of all in-person interactions, 91 percent of 1-800 O Canada telephone interactions and 87 percent of Web interactions with **servicecanada.gc.ca** provided "clients" with all relevant service information. It should be noted that in mystery shopper research, researchers presented themselves as clients to seek information and assistance based on pre-defined scenarios. These researchers rated their service experience based on criteria provided to them. The results from this research cannot be considered representative of all true clients of Service Canada.

***Phone results are for specialized enquiries (e.g. EI, CPP and OAS telephone channels). Results for the phone channel exclude general enquiries under the 1 800 O-Canada line.

Program Performance Analysis and Lessons Learned

Service Canada provides one-stop, personalized access to Government of Canada programs and services through its multi-channel service delivery network of close to 600 points of service, by telephone and online. These service delivery options are available to Canadians in both official languages where required by regulations. In 2012–13, HRSDC managed close to 91.4 million citizen service contacts with clients. This included 8.4 million clients at Service Canada in-person locations, 2 million calls answered by 1 800 O-Canada agents and 81 million visits to the Service Canada website.

In addition, Canadians can perform an online self-administered service needs assessment using the Benefits Finder tool. With over 50,000 visits a month, this tool generates a customized list of federal and provincial/territorial programs and services for which the client may be entitled. It is located at **www.canadabenefits.gc.ca** and is a feature of the Service Canada website. Clients can access the website from Service Canada Centres and front-line employees use the Benefits Finder when assisting clients.

In 2012–13 Service Canada began a process of revising how it measures clients' service experience. Having analyzed citizens' levels of satisfaction collected in numerous ways, from large representative surveys to client feedback forms, Service Canada has been critically assessing its approach to client service analysis. Client satisfaction is dependent upon a number of factors outside of Service Canada's ability to influence, including peoples' initial expectations, their values and priorities, and their opinions about service. Service Canada is now going to focus on how to provide citizens with accessible and effective service and will explore more experiential measures rather than opinion-based measures for assessing the quality and effectiveness of its service delivery activity.

Sub-Program 4.1.1: Government of Canada Information to Citizens

Sub-Program Description

This Sub-Program offers both general and specialized information to Canadians on a wide range of government programs, benefits and services through all or a selection of service delivery channels (i.e. in-person, telephone, Internet and mail). It gives the client easy access to the knowledge that they want and need while providing choice of channels. This Sub-Program is a function of researching, identifying and understanding client profiles coupled with the organization's partner base. The Sub-Program also ensures that information is accessible, understandable and actionable.

2012–13 Financial Resources ($ millions)

Planned Spending	Actual Spending	Difference
317.2	245.4	71.8
The variance is due to the realignment of the Call Centres to Integrity and Processing.		

2012–13 Human Resources (Full-Time Equivalents – FTEs)

Planned	Actual	Difference
4,391	1,992	2,399
The variance is mainly due to the realignment of FTEs from Citizen-Centred Services to Integrity and Processing for the Call Centres (refer to Program 4.2 – p. 88) and to surplus FTEs related to workforce adjustment (employees who returned to school, took early retirement, or found alternate employment within the Public Service).		

Sub-Program 4.1.1 Performance Results

Expected Results	Performance Indicators	Targets	Actual Results
Canadians are able to access information on Government of Canada programs and services online, over the telephone and in-person	Percentage of availability of Internet (**servicecanada.gc.ca**) **Source:** Innovation, Information and Technology Branch	98%	**2012–13:** 99.9%
	Percentage of calls answered by an agent within 18 seconds for 1 800 O-Canada **Source:** Corporate Scorecard	85% for 1 800 O-Canada	**2012–13:** 85.1%

Sub-Program 4.1.1 Performance Analysis and Lessons Learned

The Service Canada site was improved to display the information in a more accessible way. The navigation throughout the site is more intuitive so that citizens can find the required information more quickly and easily. Service Canada has improved the accessibility of its website as per the Accessibility Standard required by Treasury Board Secretariat. The organization has gained a great deal of experience in implementing, managing and overseeing website accessibility and integrating lessons learned into improved publishing processes.

Service Canada introduced a new search engine on the new Canada site as a pilot for the Government of Canada to learn valuable lessons on the new solution and apply adjustment before launching the service on higher volume sites such as Service Canada's website.

Users now have greater choice and flexibility in how they interact with Service Canada online given recent improvements to the login for My Service Canada Account.

Service Canada focused on ensuring that the infrastructure for My Service Canada Account is capable of handling the increased volume of transactions expected because of enhanced features. A number of the new features were developed during the year and testing started for a new layout and design and the addition of the e-Questionnaire feature which is an electronic questionnaire/form through which clients can update and/or submit new information regarding a claim.

Sub-Program 4.1.2: Applications Intake

Sub-Program Description

This Sub-Program provides an intermediary for Canadians wanting to access a range of government programs, benefits and services in person, by phone, mail and the internet through application intake, provision of assistance to applicants and the verification of application completeness. Upon completion, the program forwards applications to the responsible program departments or they remain with Service Canada for processing. It enables a move from department and program siloes to the achievement of a seamless service delivery network. In addition, this Sub-Program includes quality management practices that reduce administrative errors that contribute to the reduction in processing and administrative times for Government of Canada partners, resulting in better management of service delivery to Canadians.

2012–13 Financial Resources ($ millions)

Planned Spending	Actual Spending	Difference
60.2	61.8	(1.6)
No significant variance.		

2012–13 Human Resources (Full-Time Equivalents – FTEs)

Planned	Actual	Difference
884	812	72
The variance was partly due to workforce adjustment options (employees who returned to school, took early retirement, or found alternate employment within the Public Service) and the remaining were vacant FTE positions not being staffed.		

Sub-Program 4.1.2 Performance Results

Expected Results	Performance Indicators	Targets	Actual Results
Canadians receive an accurate review of passport applications by Service Canada agents	Percentage of passport applications containing no errors **Source:** Corporate Scorecard	98%	**2012–13:** 98.4%

Sub-Program 4.1.2 Performance Analysis and Lessons Learned

Passport Canada monitors 100 percent of regular passport applications received through Service Canada and assesses Service Canada's performance based on the percentage of applications containing errors. Through ongoing review of the most common types of errors reported, Service Canada has implemented a number of work tools and learning resources to help front-line staff improve the quality of the passport application review process, allowing the Department to limit the national error rate to less than two percent.

Sub-Program 4.1.3: Identification and Authentication

Sub-Program Description

This Sub-Program validates the information contained on source documents such as birth certificates or immigration documents with the data source and provides an enterprise-wide ability for identity authentication and validation regardless of service delivery channel (i.e. in-person, telephone, Internet, mail). It protects the security and privacy of personal information, and ensures the overall quality of service offerings provided by the Service Canada Initiative.

2012–13 Financial Resources ($ millions)

Planned Spending	Actual Spending	Difference
16.7	17.1	(0.4)
No significant variance.		

2012–13 Human Resources (Full-Time Equivalents – FTEs)

Planned	Actual	Difference
245	225	20
No significant variance.		

Sub-Program 4.1.3 Performance Results

Expected Results	Performance Indicators	Targets	Actual Results
Personal information of clients is protected from inappropriate use and access, and managed according to legislation and policies	Number of privacy complaints received at the Office of the Privacy Commissioner concerning Service Canada **Source:** Access to Information and Privacy flow System	Year over year (less than 23)	**2012–13:** 17* * This number reflects department wide totals. The Department does not differentiate *Privacy Act* complaints based on various areas within the department.
	Percentage of staff trained on safe-handling of personal information **Source:** Departmental Security Officer	Baseline Year	**2012–13:** Not available

Sub-Program 4.1.3 Performance Analysis and Lessons Learned

In 2012–13, the Department was notified of 17 complaints received by the Office of the Privacy Commissioner. Of these cases, eight related to the processing of *Privacy Act* requests—for example, the application of exemptions and the time taken to provide a response. The remaining nine complaints related to HRSDC's handling of personal information—for example, allegations of improper use, collection or disclosure of personal information. HRSDC received findings on 14 complaints in 2012–13. The Office of the Privacy Commissioner ruled that two complaints were not well-founded and that seven complaints were well-founded. Two complaints were discontinued, two were settled in the course of the investigation and one complaint was resolved.

The issue of handling of personal information is touched on in a number of areas including Information Technology, Values & Ethics, Security and Privacy. A need has been identified for more integrated and comprehensive training on this topic and is part of an integrated training package under development. The new training will be mandatory and results in terms of percentage of people completed will be monitored.

Sub-Program 4.1.4: Client Feedback Management

Sub-Program Description

This Sub-Program manages client feedback that arises while accessing information and services from Service Canada through existing channels (in-person, telephone, Internet, mail). This involves seeking, accepting and responding to all client feedback; ensuring prompt action; analyzing, reporting and providing recommendations on client service issues; and disseminating best practices internally to improve the service experience. This Sub-Program aims to facilitate a continual improvement in the provision of services and programs.

2012–13 Financial Resources ($ millions)

Planned Spending	Actual Spending	Difference
0.9	0.9	–
No significant variance.		

2012–13 Human Resources (Full-Time Equivalents – FTEs)

Planned	Actual	Difference
11	10	1
No significant variance.		

Sub-Program 4.1.4 Performance Results

Expected Results	Performance Indicators	Targets	Actual Results
Canadians receive a timely response to the feedback they submitted regarding delivery of services by Service Canada	Percentage of Office for Client Satisfaction feedback replied to within seven working days of receipt **Source:** Corporate Scorecard	100%	**2012–13:** 99.9%
	Percentage of ministerial correspondence completed on or before target date **Source:** Corporate Scorecard	65%	**2012–13:** 71%

Sub-Program 4.1.4 Performance Analysis and Lessons Learned

The Office for Client Satisfaction (OCS) accepts feedback from Service Canada clients and monitors progress through client suggestions, compliments and complaints. Through this work, the OCS is a key component of Service Canada's commitment to building a culture of continuous service improvement and delivering service excellence for Canadians. The OCS prepares quarterly reports on the issues it receives and makes this information available to senior management and all staff to help inform service improvement plans.

Despite an increase in client awareness of the OCS operation resulting in higher volumes of client comments overall in previous years the OCS has maintained very high-performance results.

Continuing on the improvements in efficiencies made in 2011–12 as a result of the historically high call volumes, the OCS, during 2012–13, made changes to internal systems, such as the case management system to reduce redundancy, made adjustments to agent scripts and business processes to improve external messaging, and made changes to the webpage enabling clients to be better informed before contacting the OCS.

Sub-Program 4.1.5: Marketing

Sub-Program Description

This Sub-Program plays a direct management role in leading the branding of Service Canada and the marketing and promotion of its programs and services. Aided by corporate public opinion and marketing research, this function plans, co-ordinates and implements an enterprise-wide program of marketing and communications products and activities (e.g. national and community-based advertising initiatives; development and dissemination of multi-media, external communications products) aimed at increasing public and stakeholder awareness of Service Canada's multi-channel service delivery network and range of service offerings. The Sub-Program also directs internal branding and communications initiatives in support of service culture transformation objectives.

2012–13 Financial Resources ($ millions)

Planned Spending	Actual Spending	Difference
5.2	5.2	–
No significant variance.		

2012–13 Human Resources (Full-Time Equivalents – FTEs)

Planned	Actual	Difference
53	48	5
No significant variance.		

Sub-Program 4.1.5 Performance Results

Expected Results	Performance Indicators	Targets	Actual Results
Marketing tools effectively guide Canadians to choose the most appropriate and efficient service delivery channel for their needs	Percentage of clients who, as a result of marketing tools, intend to use online self-service tools and information as their primary point of contact with Service Canada **Source:** Internal files	Baseline Year	**2012–13:** Not available
Service Canada publications are clear, concise, written in plain language and accessible online	Percentage of Service Canada online publications that have undergone plain language review **Source:** Marketing files	100%	**2012–13:** 100%

Sub-Program 4.1.5 Performance Analysis and Lessons Learned

In 2012–13, Service Canada began further refining how it measures clients' intention to use online self-service tools and information as their primary point of contact, as there is the potential for a disconnect between intention and actual behaviour. To address this issue, work was focussed, instead, on identifying areas of in-person client contact where marketing tools could be used to affect a change in behaviour. As a consequence, results for this indicator are not available for this fiscal year but this refinement will allow Service Canada to better measure performance against the expected result.

In 2012–13, Service Canada revised existing online publications into plain language. This required significant human resources and time, demonstrating the importance of starting with plain language in all new online publications so as to reduce the need for such reviews in the future.

In June 2012, **youth.gc.ca** was modernized. The site provides youth with better access to interactive information and resources (including YouTube, Twitter, a blog and Facebook) as they prepare for, find and maintain meaningful employment. This work reinforced the importance of segmentation of target audiences in terms of content, medium and message tone, as appropriate, to effectively attract and engage the target demographic.

Service Canada published up to 10 tweets per day and blogged weekly in relation to the Service Offering for Youth's seasonal themes. These blog posts are hosted on **youth.gc.ca** and promoted through Twitter and Facebook. Readers can subscribe to receive updates when new posts are published. Additionally, a Facebook page targeted at young Canadians was launched. Push messages were posted daily to engage youth, promote relevant government programs and services, provide explanations and manage issues. While tracking in the first year is essential to establish benchmarks, the limited data does demonstrate the importance of regular postings in order to maintain audience interest and engagement.

Program 4.2: Integrity and Processing

Program Description

This Program enhances and strengthens the integrity of Service Canada services and programs to ensure that the right person receives the right service or benefit at the right time, and for the intended purpose.

2012–13 Financial Resources ($ millions)

Total Budgetary Expenditures (Main Estimates)	Planned Spending	Total Authorities (available for use)	Actual Spending (authorities used)	Difference (Planned vs. Actuals Spending)
618.0	618.0	787.4	774.6	(156.6)
The variance is mainly due to the realignment of the Call Centres from Citizen-Centred Service and additional resources required to cover costs associated with the Employment Insurance and Canada Pension Plan workload.				

2012–13 Human Resources (Full-Time Equivalents – FTEs)

Planned	Actual	Difference
7,958	9,073	(1,115)
The variance is mainly due to the realignment of 1,290 FTEs from Citizen-Centred Services to Integrity and Processing for the Call Centres, the resulting difference was partly due to workforce adjustment options (employees who returned to school, took early retirement, or found alternate employment within the Public Service) and the remaining were vacant FTE positions not being staffed. There is no impact on front line staff. It is to be noted that for Integrity and Processing, additional resources were received in 2012–13 for Employment Insurance and Canada Pension Plan workload.		

Program Performance Results

Expected Results	Performance Indicators	Targets	Actual and Historical Results
Services and benefits are delivered accurately	Percentage of payments for Employment Insurance (EI), Canada Pension Plan (CPP), Old Age Security (OAS), Guaranteed Income Supplement (GIS) and Allowance/Allowances for the Survivor delivered accurately **Source:** Administrative Data	95%	**Results:** 2012–13: EI: 94.1% CPP: 99.8% OAS by Benefit Type: • OAS Basic Pension: 99.4% • GIS: 98.5% • Allowance/ Allowances for the Survivor: 95.7% OAS Composite Rate: 99.2% **Historical Results:** EI : 2011–12: 95.2% 2010–11: 94.0% 2009–10: 96.1% 2008–09: 95.7% 2007–08: 94.6% CPP: 2011–12: 99.8% 2010–11: 99.8% 2009–10: 99.9% 2008–09: 99.5% OAS/GIS/Allowance/ Allowances to the Survivor: 2011–12: Results by Benefit Type: • OAS Basic Pension: 99.7% • GIS: 97.1% • Allowance/ Allowances for the Survivor: 96.0% OAS Composite Rate: 99.1% 2010–11: 99.6 % 2009–10: 99.5% 2008–09: 98.4% 2007–08: 99.9%

Services and benefits are delivered securely	Percentage of clients notified within 10 business days that their personal information was potentially put at risk **Source:** Administrative data	100%	**Results:** 2012–13: 79.5% The variance of the 2012–13 results is mainly due to two major security incidents involving personal information that affected a large number of clients. Given this unusual situation, it was not possible to provide the notification to these clients within the normal timeframes. **Historical Results:** 2011–12: 96.6% 2010–11: 92.7%
Canadians receive services, benefit payments or notifications of non-payment within published service standards	Percentage of services, benefit payments or non-payment notifications delivered within service standards	Baseline Year	**Results:** 2012–13: Five out of seven indicators composing this new index indicator have met, or are within, 95 percent of their respective targets. **Historical Results:** Not applicable (new indicator)
	Percentage of EI benefit payments or non-payment notifications issued within 28 days of filing	EI Benefit Target : 80%	**Results:** 2012–13: 74.5% The 2012–13 EI speed of payment result of 74.5 percent is 3.4 points higher compared to the previous year. Meeting the 80 percent service standard was challenging in 2012–13 due to higher volumes than in the previous year. The increased workload was managed using a national approach to deliver consistent service levels for Canadians. **Historical Results:** 2011–12: 71.1% 2010–11: 83.9% 2009–10: 84.2% 2008–09: 79.1%
	Percentage of OAS basic benefits paid within the first month of entitlement	OAS Benefit Target: 90%	**Results:** 2012–13: 90.6% **Historical Results:** 2011–12: 91.0% 2010–11: 92.0% 2009–10: 91.7% 2008–09: 92.1% 2007–08: 93.7%

	Percentage of CPP retirement benefits paid within the first month of entitlement	CPP Benefit Target: 90%	**Results:** 2012–13: 95.1% **Historical Results:** 2011–12: 96.2% 2010–11: 96.9% 2009–10: 96.2% 2008–09: 91.3% 2007–08: 91.9%
	Percentage of initial Apprenticeship Incentive Grant (AIG) payments and non-payment notifications issued within 28 calendar days	AIG Target: 95%	**Results:** 2012–13: 94.1% **Historical Results:** 2011–12: 84.6% 2010–11: 98.6% 2009–10: 97.5% 2008–09: 97.0% 2007–08: 90.2%
	Percentage of initial Apprenticeship Completion Grant (ACG) payments and non-payment notifications issued within 28 calendar days	ACG Target: 95%	**Results:** 2012–13: 96.2% **Historical Results:** 2011–12: 91.6% 2010–11: 95.2 %
	Percentage of initial Wage Earner Protection Program (WEPP) payments and non-payment notifications issued within 42 calendar days	WEPP Target: 80%	**Results:** 2012–13: 47.8% While the Program reports an overall 47.8 percent speed of pay over the span of the fiscal year, substantial improvements were noted given the fiscal year began at an average of 23 percent and ended at over 90 percent consistently on a weekly basis. These improvements can be attributed to various factors including the resolution of systems issues, increase of WEPP salary funding received allowing for the hiring of additional payment service officers and improved efficiencies due to modifications in the operational process flow. **Historical Results:** 2011–12: 81.3% 2010–11: 94.7% 2009–10: 70.1%

	Percentage of Social Insurance Numbers (SINs) issued in one visit (based on complete applications with all supporting documents) and cards issued within five business days from date of receipt of request **Source:** Administrative Data	SINs in one visit: 90% SIN cards in 5 days: 90%	**Results:** 2012–13: SINs in one visit: 99.0% SIN cards in 5 days: 95.3% **Historical Results:** 2011–12: SINs in one visit: 98.4% SIN cards in 5 days: 94.6% 2010–11: SINs in one visit: 97.9% SIN cards in 5 days: 94.0% 2009–10: SINs in one visit: 97.4% SIN cards in 5 days: 93.2%

Program Performance Analysis and Lessons Learned

This program positions the Department to process and deliver statutory programs and services, including Old Age Security (OAS), the Guaranteed Income Supplement (GIS) and Allowances, the Canada Pension Plan (CPP) and Employment Insurance (EI). In delivering benefits of over $94.6 billion in 2012–13, the Department processed applications to establish Canadians' eligibility to receive benefits, calculated the correct amounts of those benefits, made revisions to benefits of individuals who are already in pay, as well as issued payments. This program ensured the accuracy of payments, the security and privacy of personal information and the overall quality of the service offerings provided to Canadians.

Extensive efforts to modernize and automate the delivery of EI continued, resulting in ongoing efficiency gains for EI processing. The average processing cost per claim has dropped from $101.75 per claim in 2002–03 to $59.88 in constant dollars in 2011–12 an approximate 40 percent decrease. As of January 2013, the year-to-date figure had dropped further to $57.92 per claim. The Department continued making progress with the EI automation and services improvements. In November 2012, the Department achieved important milestones on EI automation, where the introduction of new eServices via the Internet has enabled automation in the area of revised decisions on continuing claims, contributing further to the reduction of manual work items. In addition, new e-questionnaires were introduced through the Internet Reporting Service allowing EI clients to self-serve by providing details online instead of speaking with a call centre agent. This resulted in end-to-end automation of revised decisions. Over 150,000 clients had used the questionnaires by March 2013. The Department received 2.76 million EI initial and renewal claims. Ninety-eight percent were submitted online with 65.7 percent of initial and renewal claims partially or fully automated, surpassing the target. Receiving Record of Employment electronically is essential in order to automate the calculation of claims, increase efficiencies for employers and reduce their paper burden, as such, 69.7 percent of all records of employment were issued via "Record of Employment on the Web," which is within 95 percent of the established target. A total of 90.9 percent of EI payments were issued via direct deposit.

The Department continued efforts to streamline the CPP and OAS processes and support continuous improvements. In 2012–13, the Department processed 712,917 CPP; and 2,540,491 OAS applications, including 1,580,686 GIS automatic renewals.

For the Apprenticeship Grants, improvements were made to the Service Canada website. These include: revised Questions and Answers, revised and streamlined application forms, and updated tables of the required documents to support an application.

The responsibility for the administration of the Wage Earner Protection Program Review was transferred from Labour Canada to Service Canada. Service Canada was able to achieve the review of decisions within an average of 27 days after the receipt of a client's request.

Sub-Program 4.2.1: Integrity

Sub-Program Description

This Sub-Program maintains an active range of risk management frameworks, processes and controls, including investigations across a national network, as well as oversees the management of the Social Insurance Register, the foundation for the identification, registration and authentication of individuals for all service offerings. It strengthens the integrity of departmental programs such as Employment Insurance, Canada Pension Plan and Old Age Security by ensuring operational and service compliance.

2012–13 Financial Resources ($ millions)

Planned Spending	Actual Spending	Difference
115.0	144.1	(29.1)
The variance is mainly due to initiatives connected to the *Economic Action Plan 2012*, such as Connecting Canadians to Available Jobs, which increased the funding levels to support these Government of Canada priorities.		

2012–13 Human Resources (Full-Time Equivalents – FTEs)

Planned	Actual	Difference
1,375	1,567	(192)
No significant variance.		

Sub-Program 4.2.1 Performance Results

Expected Results	Performance Indicators	Targets	Actual Results
Clients receive the appropriate service or benefit	Amount of Program Savings: recovered overpayments and cessation of future incorrect payments **Source:** Internal systems and data capture	Due to a methodology adjustment that factors in recovery rate of established over payments, a revised target has been set for the 2013–14 fiscal year ($519M)	**2012 –13:** Employment Insurance: $438M; Canada Pension Plan: 73.9M; Old Age Security: $122.2M
Clients are accurately identified for the purpose of receiving the appropriate service or benefit for Social Insurance Number (SIN)-based programs	Accuracy rate for legitimate Social Insurance Numbers **Source:** Internal files and records	99.9 % for legitimate SIN in the Social Insurance Registry	**2012–13:** 99.93%

Sub-Program 4.2.1 Performance Analysis and Lessons Learned

Performance in this Sub-Program has met or surpassed the results anticipated at the beginning of year 2012–13, which demonstrates that effort to protect the integrity of Government programs is having the desired effect.

This year's activity and associated performance has also provided valuable insights and informed future directions, including lessons such as:

- efforts to streamline and automate business processes can improve performance results; and
- building more efficient and effective services, integrity controls (e.g. identity authentication for online services) are critical.

Sub-Program 4.2.2: Individual Benefit Processing

Sub-Program Description

This Sub-Program determines program applicants' eligibility, issues benefit payments and handles appeals. The Sub-Program also aims to improve automation in Service Canada's information systems for payment and service delivery processes. This Sub-Program supports the Government of Canada in achieving a more effective, efficient and streamlined processing and payment services to citizens.

2012–13 Financial Resources ($ millions)

Planned Spending	Actual Spending	Difference
494.7	620.1	(125.4)
The variance is mainly due to Canada Pension Plan and Employment Insurance workload and the realignment of the Call Centres.		

2012–13 Human Resources (Full-Time Equivalents – FTEs)

Planned	Actual	Difference
6,484	7,393	(909)
The variance is mainly due to the realignment of FTEs from Citizen-Centred Services to Integrity and Processing for the Call Centres. There is no impact on front line staff. It is to be noted that for Integrity and Processing, additional resources were received in 2012–13 for Employment Insurance and Canada Pension Plan workload.		

Sub-Program 4.2.2 Performance Results

Expected Results	Performance Indicators	Targets	Actual Results
Canadians receive benefit payments or notification of non-payment in a timely manner	Percentage of benefit payments or non-payment notification issued in a timely manner **Source:** Internal files and records	Baseline Year	**2012–13:** Four out of six speed of payment indicators which comprise this index have met or are within 95 percent of their respective targets.

Sub-Program 4.2.2 Performance Analysis and Lessons Learned

Performance analysis details, as well as lessons learned for the Individual Benefit Processing Sub-Program, are reported at the Integrity and Processing Program level.

Sub-Program 4.2.3: Service Processing

Sub-Program Description

This Sub-Program determines program applicants' eligibility through direct client interaction (in-person transactions) and issues final products of a service (i.e. a license, a SIN card, etc.). It ensures that eligible clients receive service in a timely and accurate manner.

2012–13 Financial Resources ($ millions)

Planned Spending	Actual Spending	Difference
8.3	10.4	(2.1)
No significant variance.		

2012–13 Human Resources (Full-Time Equivalents – FTEs)

Planned	Actual	Difference
99	113	(14)
No significant variance.		

Sub-Program 4.2.3 Performance Results

Expected Results	Performance Indicators	Targets	Actual Results
Eligible Canadians receive a Social Insurance Number (SIN) in a timely manner	Percentage of SINs issued in one visit (based on complete applications with all supporting document) and cards issued within five business days from date of receipt of request **Source:** Tabulation for Social Insurance Registry transaction files	SINs in one visit: 90% SINs cards in 5 days: 90%	**2012–13:** SINs in one visit: 99.0% SIN cards in 5 days: 95.3%

Sub-Program 4.2.3 Performance Analysis and Lessons Learned

Performance within this Sub-Program continues to surpass expectations and shows year-over-year improvement demonstrating that the processes in place related to social insurance number (SIN) issuance are strong and functioning well.

Lessons learned have demonstrated that there are more ways to improve services and performance, for example:

- information exchange agreements with all provinces for Vital Statistics information should be pursued to ensure the integrity and accuracy of the Social Insurance Number Register; and
- development of more efficient and secure ways for issuance of Social Insurance Numbers is needed.

Internal Services: Support to Achieve All Strategic Outcomes

Support for achieving the strategic outcomes
▶ Governance and Management Support
▶ Resource Management Services
▶ Asset Management Services

Program: Internal Services

Program Description

Internal Services are groups of related activities and resources that are administered to support the needs of programs and other corporate obligations of an organization. These groups are: Management and Oversight Services; Communications Services; Legal Services; Human Resources Management Services; Financial Management Services; Information Management Services; Information Technology Services; Real Property Services; Material Services; Acquisition Services; and Travel and Other Administrative Services. Internal Services include only those activities and resources that apply across an organization and not to those provided specifically to a program.

2012–13 Financial Resources ($ millions)

Total Budgetary Expenditures (Main Estimates)	Planned Spending	Total Authorities (available for use)	Actual Spending (authorities used)	Difference (Planned vs. Actuals Spending)
831.1	831.1	958.3	933.3	(102.2)

The variance in financial resources is mainly attributable to additional resources received during the fiscal year for items such as an advertising campaign, collective agreement and paylist requirements.

2012–13 Human Resources (Full-Time Equivalents – FTEs)

Planned	Actual	Difference
5,258	4,475	783

To meet non-salary financial pressures for programs such as the Enabling Services Renewal Program, the Department realigned financial resources from personnel to other operating funds. As a result the number of actual FTEs was less than planned.

Performance Analysis and Lessons Learned

The Enabling Services Renewal Program (ESRP) is a multi-faceted, multi-year program that is transforming the way employees access internal services in the areas of human resources; information management and technology; finance, asset management and procurement; and internal integrity and security. The Program is now entering its third year. The implementation of the ESRP remains a key departmental priority.

The ESRP successfully achieved a number of major milestones in 2012–13. The launch of iService across the Department signaled change and provided employees with a glimpse of the way in which transformation supports their work objectives by helping them to access enabling services information quickly and easily when they need it. iService received a high degree of acceptance among employees. The Program also completed detailed plans for implementing modern Enterprise Resource Planning systems—Systems, Applications and Products (SAP) and PeopleSoft—and on December 13, 2012, received Effective Project Approval to proceed with the implementation of SAP and PeopleSoft. Over the last fiscal year, the ESRP made significant progress in integrating and aligning business processes and planning for seamless functioning of financial and human resource systems. Although the Department's internal enabling services are not visible to most Canadians, effective and efficient internal services will support more effective and efficient delivery of the external programs and services that serve Canadians.

While the ESRP contains risks due to its complexity and scope, HRSDC faces a much greater risk if it fails to modernize internal services in terms of its long-term ability to support sustainable enabling services over the long term. Since the ESRP represents large-scale change, the Program has adopted a phased approach and a number of Program releases will be necessary to achieve its ultimate goals: service excellence, value-for-money and sound stewardship of resources. For example, the management of internal, employee-facing Web content has been simplified as a result of the integration of Enabling Services Web content (through iService); the elimination of duplicate information; the decommissioning of redundant sites; the addition of iService navigational support through the National Enquiry Service.

In terms of human resources, HRSDC continued to move forward with an integrated learning and performance management framework for the Department, and updated its Workforce Management Strategy to build and sustain a talented workforce in a productive and supportive work environment within the context of the Department's business, priorities and objectives. Vacancy Management Committees ensured consistency, fairness and transparency in the review and approval of indeterminate staffing requests across the Department. A change management leadership framework supported managers and executives, enabling them to better help employees implement the transformation agenda.

HRSDC also implemented the new HRSDC Code of Conduct, which is consistent with the Treasury Board's "Values and Ethics Code for the Public Sector" and the Policy on Conflict of Interest and Post-Employment, was launched and implemented on April 2, 2012.

To inform employees and increase awareness, of the new HRSDC Code of Conduct, the Department's main approach was focused on managers, asking them to engage in continued dialogue on values and ethics with their employees in the workplace. The aim was to hold open and regular discussions on the Code and how it affects employees in their daily work. This approach strived to create an organizational culture that embraces Public Sector Values and Ethics. To date, 88 percent of the Department's employees have been engaged by their managers in a dialogue or discussion on the HRSDC Code of Conduct.

The Treasury Board Secretariat and Statistics Canada have published the results of the 2011 Public Service Employee Survey. The Department reviewed the results and identified senior management leadership and communication, innovation, change management and career development as areas for improvement. The Departmental three-year strategy has integrated these challenge areas and an action plan has been developed.

HRSDC continued to implement the Departmental Language of Work Strategy. This Strategy demonstrates HRSDC's leadership and creativity in fulfilling its language of work responsibilities and in fostering a corporate culture where the use of both official languages is encouraged and valued. The Department also continued to implement and monitor the 2010–13 Diversity and Employment Equity Action Plan. This Action Plan aims at changing the corporate culture to continue to create and maintain an inclusive workplace that reflects Canada's diversity.

The Voice of Our Employees initiative continued to gather employee ideas, suggestions and feedback on elements where Service Canada can improve or enhance service excellence. Employee contributions were taken into consideration as part of service improvement. The Department continues to strengthen its financial management framework through the development and implementation of a multi-year forecasting exercise, which has resulted in a more accurate and rigorous approach to planning and monitoring departmental financial resources. In addition, a review of centrally managed cost pool frameworks has been undertaken in order to ensure that the Department continues to achieve maximum administrative efficiencies for centralized costs. The Department continued to implement the Treasury Board Policy on Internal Control.

As a requirement of the Policy on Government Security, HRSDC strengthened the Departmental Security Officer function and implemented the Departmental Security Plan to ensure effective management and security of Departmental assets and people. Significant progress has been made over the year including: robust processes to effectively respond to employee disclosures were maintained; corporate business resumption plans were updated and tested; strengthened protocols to protect personal information were developed and implemented; training aimed at increasing awareness and culture of security was developed; and an update of the departmental security risk assessment was initiated.

With respect to lessons learned, it became evident that there is client support for self-serve functionalities, and that with proper planning, this vision for service delivery can be achieved. Other lessons learned include the importance of reviewing our people management strategies on an ongoing basis to ensure that they remain relevant in today's challenging fiscal environment. In response, a three-year Integrated People Strategy for HRSDC has been developed to ensure that our people are well managed now and into the future. The Strategy is a three-year evergreen strategy that supports the Department's long-term priorities and objectives. It is comprised of three key pillars outlined below, which set the strategic direction for next three fiscal years:

- Healthy and Enabling Workplace
- Productive and Skilled Workforce
- Modern Internal Services

Federal Sustainable Development Strategy

HRSDC is a participant in the Federal Sustainable Development Strategy (FSDS) and contributes to the Greening Government Operations targets through the internal services program. The Department contributes to the following target areas of Theme IV (Shrinking the Environmental Footprint – Beginning with Government) of the FSDS:

- Greenhouse Gas Emissions
- Surplus Electronic and Electrical Equipment
- Printing Unit Reduction
- Paper Consumption
- Green Meetings
- Green Procurement

For additional details on HRSDC's Greening Government Operations activities, please see the HRSDC website at **www.hrsdc.gc.ca/eng/publications/dpr/2012_2013/supplementary.shtml**.

Section III: Supplementary Information

Financial Highlights

The financial highlights presented within this Departmental Performance Report are intended to serve as a general overview of HRSDC's financial position and operations. The Department's unaudited consolidated financial statements are available online at **www.hrsdc.gc.ca/eng/publications/dpr/2012_2013/section3.shtml#s3.2**.

HRSDC is financed by the Government of Canada through parliamentary authorities. Financial reporting of authorities provided to HRSDC do not parallel financial reporting according to generally accepted accounting principles since authorities are primarily based on cash flow requirements. Consequently, items recognized in the Consolidated Statement of Operations and Departmental Net Financial Position and the Consolidated Statement of Financial Position are not necessarily the same as those provided through authorities from Parliament. A reconciliation between authorities used and the net cost of operations is set out in Note 3 of the Department's consolidated financial statements.

These consolidated financial statements include the transactions of the Employment Insurance Operating Account, a sub-entity under the control of HRSDC. The accounts of this sub-entity have been consolidated with those of HRSDC and all inter-organizational balances and transactions have been eliminated. The balance of the Canada Pension Plan assets on deposit in the Consolidated Revenue Fund and the actuarial value of the Government Annuities Account are presented as liabilities in the departmental statements.

The purpose of this section is to explain the Department's 2012–13 financial highlights, based on the Department's consolidated financial statements. The charts below illustrate the ending balances, as of March 31, for each major financial statement grouping, along with the corresponding change from the previous fiscal year. In summary, between 2011–12 and 2012–13, the Department's assets increased by 8.5 percent, its liabilities decreased by 8.6 percent, its expenses increased by 1.4 percent, and its revenues increased by 10.3 percent. The charts below provide explanations for the variances in each major grouping based on the most significant factors that affected each grouping during the fiscal year.

Condensed Consolidated Statement of Financial Position
As at March 31

	% change	2013	2012
		($ millions)	
Total net financial assets	8.5%	15,967.1	14,712.9
Total net liabilities	-8.6%	2,491.2	2,724.6
Departmental net financial asset	**12.4%**	**13,475.91**	**11,988.3**
Total non-financial assets	8.2%	247.2	228.5
Departmental net financial position	**12.3%**	**13,723.1**	**12,216.8**

Condensed Consolidated Statement of Operations and Departmental Net Financial Position
For the year ended March 31

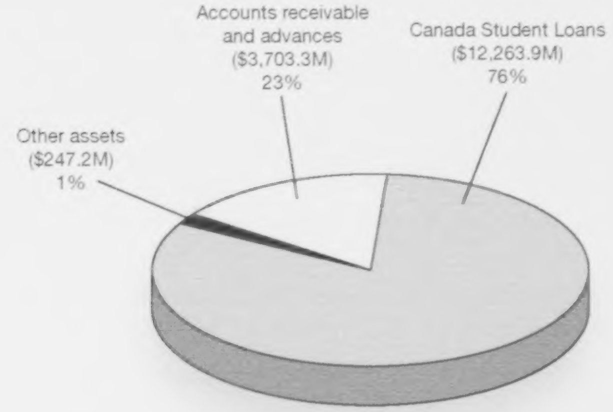
	% change	2013	2012
		($ millions)	
Total expenses	1.4%	67,074.4	66,168.0
Total revenues	10.3%	21,363.5	19,365.4
Transferred operations	-100%	–	34.1
Net cost of operations before government funding and transfers	**-2.4%**	**45,710.9**	**46,836.7**
Government funding and transfers	-0.1%	47,217.2	47,282.4
Departmental net financial position – beginning of year	3.8%	12,216.8	11,771.1
Departmental net financial position	**12.3%**	**13,723.1**	**12,216.8**

Financial Highlights – Charts/Graphs

Assets by Type

Total assets (including financial and non-financials assets) amounted to $16,214.4 million as at March 31, 2013, an increase of $1,273.0 million (8.5 percent) over the previous year's total assets of $14,941.4 million. The increase in assets is mainly due to an increase of:

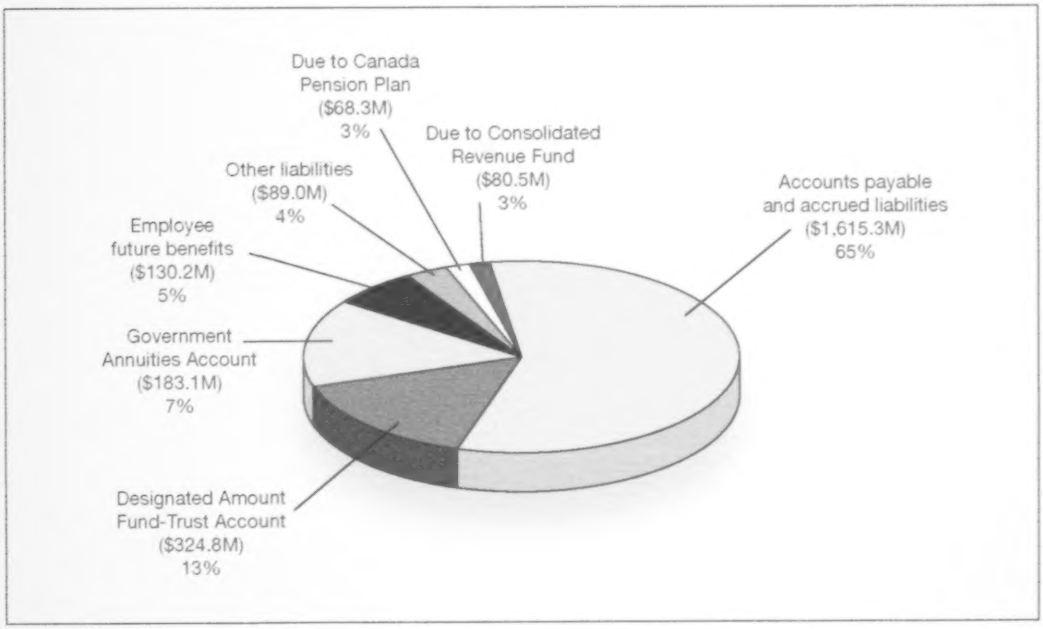
- $997.0 million in Canada Student Loans caused by an excess of new loans disbursed over the total amount of repayments received; and
- $266.3 million in accounts receivable and advances mainly caused by the increase in Employment Insurance (EI) premiums receivable from Canada Revenue Agency and in the EI and Old Age Security overpayments to be recovered.



Liabilities by Type

Total liabilities amounted to $2,491.2 million as at March 31, 2013, a decrease of $233.4 million (-8.6 percent) over the previous year's total liabilities of $2,724.6 million. The decrease in liabilities is mainly due to:

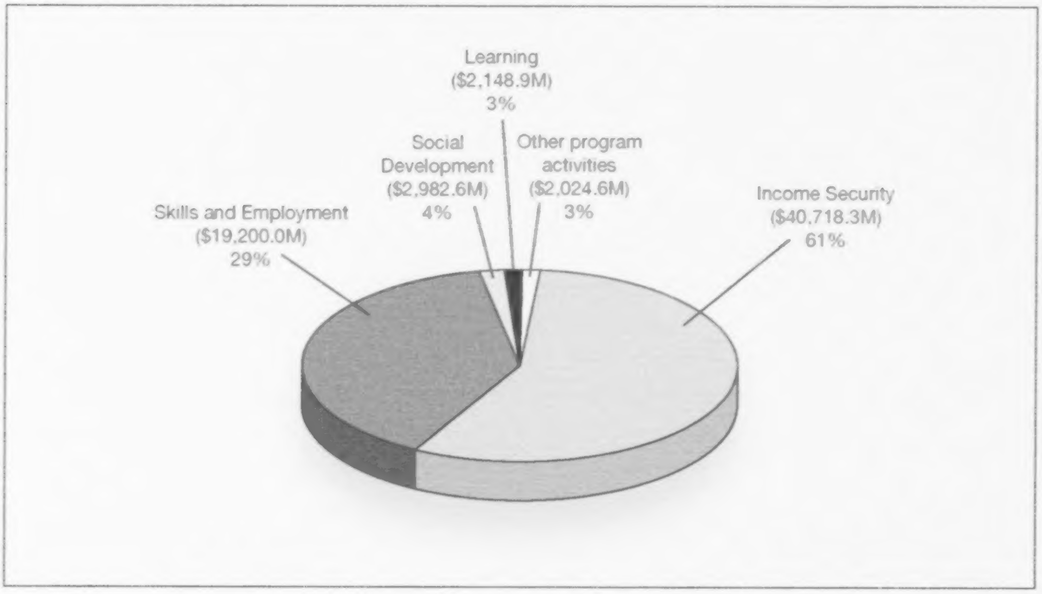
- a decrease of $183.5 million in accounts payable and accrued liabilities mostly caused by a decrease in the obligation for termination benefits to reflect the revised estimated workforce adjustment costs and a decrease in the accounts payable, mainly due to the initial payments made for the settlement of the Ruth Walden et Al. case related to medical adjudicators;
- a decrease of $69.4 million in the amount due to Canada Pension Plan caused by the timing of the cash on deposit to the Receiver General for Canada at year-end;
- an increase of $80.5 million in the amount due to the Consolidated Revenue Fund mostly caused by the increase of the Old Age Security benefit repayments receivable from Canada Revenue Agency and the overall decrease in liabilities; and
- the remainder of the decrease in liabilities is expected and relates to timing of transactions of an ongoing nature.



Expenses by Major Program Activity

Total expenses for the 2012–13 year amounted to $67,074.4 million, an increase of $906.4 million (1.4 percent) over the previous year's total expenses of $66,168.0 million. The increase in total expenses is mostly attributable to:

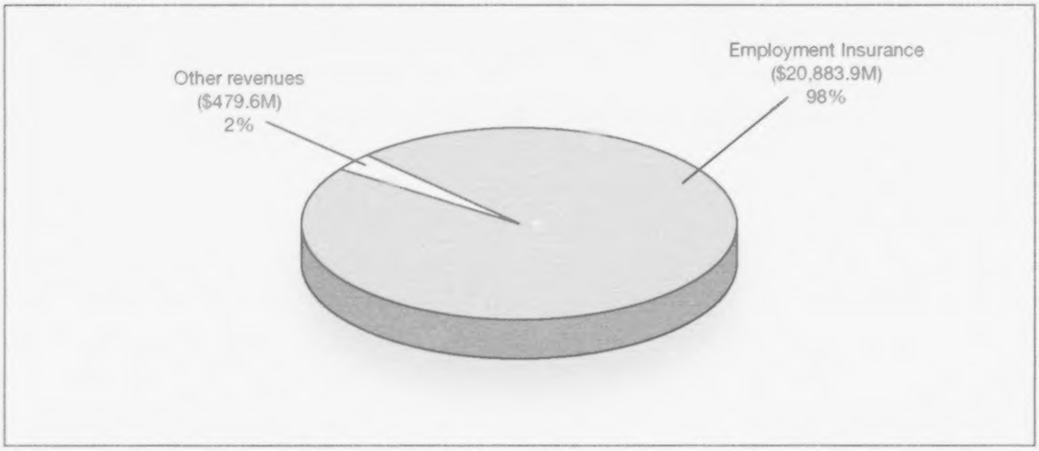
- an increase of $2,391.0 million in Income Security expenses mainly due to the increase in the eligible population for Old Age Security/Guaranteed Income Supplement benefits caused by the aging population and the increase in the monthly benefit amount;
- a decrease of $787.3 million in Skills and Employment expenses mainly due to a decrease in the average unemployment rate from 7.4 percent in 2011–12 to 7.2 percent in 2012–13, which results from the economic recovery and the expiry of the *Economic Action Plan* expenditures in 2011–12;
- a decrease of $482.2 million in Learning expenses mostly due to the changes in methodology to calculate the allowance for doubtful accounts for Canada Student Loans as determined by the Office of the Superintendent of Financial Institutions (Chief Actuary);
- a decrease of $339.8 million in other program activities mostly due to a decrease in overall salaries caused by the reduction in the number of employees and a decrease in the obligation for termination benefits to reflect the revised estimated workforce adjustment costs; and
- an increase of $124.7 million in Social Development expenses caused by an increase in transfer payments for the New Horizons for Seniors Program and for the Homelessness Partnering Strategies mostly due to the timing of the commencement of the projects.



Revenues by Types

Total revenues for the 2012–13 year amounted to $21,363.5 million, an increase of $1,998.1 million (10.3 percent) over the previous year's total revenues of $19,365.4 million. The majority of this increase can be explained by:

- an increase of $1,873.3 million in Employment Insurance Premiums related to the economic recovery and its impact on the employment that went up by an average of 1.2 percent from 2011–12 and to the increase in the maximum insurable earnings; and
- an increase of $135.2 million in revenues for the recovery of Canada Pension Plan administration costs mainly caused by the signature of the memorandum of agreement for the Ruth Walden et Al. case.



Financial Statements

Financial statements are available online at **www.hrsdc.gc.ca/eng/publications/dpr/2012_2013/section3.shtml#s3.2**.

List of Supplementary Information Tables

All electronic supplementary information tables listed in the *2012–13 Departmental Performance Report* can be found on HRSDC's website at **www.hrsdc.gc.ca/eng/publications/dpr/2012_2013/supplementary.shtml**:

- Details on Transfer Payment Programs
- Greening Government Operations
- Horizontal Initiatives
- Internal Audits and Evaluations
- Response to Parliamentary Committees and External Audits
- Sources of Respendable and Non-Respendable Revenue
- User Fees Reporting

Tax Expenditures and Evaluations Report

The tax system can be used to achieve public policy objectives through the application of special measures such as low tax rates, exemptions, deductions, deferrals and credits. The Department of Finance publishes cost estimates and projections for these measures annually in the *Tax Expenditures and Evaluations* publication, available at **www.fin.gc.ca/purl/taxexp-eng.asp**. The tax measures presented in the Tax Expenditures and Evaluations publication are the sole responsibility of the Minister of Finance.

Section IV: Other Items of Interest

Specified Purpose Accounts

Specified Purpose Accounts consist of special categories of revenues and expenditures. They report transactions of certain accounts where enabling legislation requires that revenues be earmarked and that related payments and expenditures be charged against such revenues. The transactions of these accounts are to be accounted for separately.

HRSDC is responsible for the stewardship of five such accounts:

- the Employment Insurance (EI) Operating Account;
- the Canada Pension Plan (CPP);
- the Government Annuities Account;
- the Civil Service Insurance Fund; and
- the Canada Millennium Scholarship Foundation Excellence Awards Fund.

The EI Operating Account **is a consolidated Specified Purpose Account** and is included in the financial reporting of the Government of Canada. Consolidated Specified Purpose Accounts are used principally where the activities are similar in nature to departmental activities and the transactions do not represent liabilities to third parties but, in essence, constitute government revenues and expenditures.

The CPP **is a Specified Purpose Account but is not consolidated** as part of the Government of Canada financial statements. It is under joint control of the government and the participating provinces. As administrator, the Government's authority to spend is limited to the balance of funds available in the Plan.

The Government Annuities Account **is not a consolidated Specified Purpose Account**. It was established by the *Government Annuities Act*, and modified by the *Government Annuities Improvement Act*, which discontinued sales of annuities in 1975. The account is valued on an actuarial basis each year, with the deficit or surplus charged or credited to the Consolidated Revenue Fund.

The Civil Service Insurance Fund **is not a consolidated Specified Purpose Account**. It was established by the *Civil Service Insurance Act*. Pursuant to subsection 16(3) of the *Civil Service Insurance Regulations*, the amount of actuarial deficits is transferred from the Consolidated Revenue Fund to the Civil Service Insurance Account in order to balance the assets and liabilities of the program.

The Canada Millennium Scholarship Foundation Excellence Awards Fund **is not a consolidated Specified Purpose Account**. It was established in order for HRSDC to administer the remaining Excellence Awards payments to eligible students. These payments were part of awards provided to students prior to the dissolution of the Canada Millennium Scholarship Foundation in 2010, the end of its ten-year mandate. HRSDC will administer the remaining Excellence Awards disbursements from January 1, 2010 until December 31, 2013. After this date, HRSDC will transfer any funds remaining in the account to the Consolidated Revenue Fund.

The following information updates forecasted data on the EI Operating Account and the Canada Pension Plan that the Department provided in the *2012–13 Report on Plans and Priorities*. That report presented multi-year financial data and general information. Additional information about performance and year-end data is available at the Internet addresses provided in this section.

Employment Insurance Operating Account

The table below summarizes the financial results for the Employment Insurance (EI) Operating Account from 2010–11 to 2012–13.

EI Operating Account – Statement of Operations[a]

	Actual		
($ millions)	**2010–11**	**2011–12**	**2012–13**
Expenditures			
Benefits	19,850	17,648	17,099
Administrative Costs	1,916	1,907	1,791
Doubtful Accounts[b]	42	123	(3)
Sub-Total	**21,808**	**19,678**	**18,887**
EI Premiums and Penalties			
Premiums	17,862	18,938	20,796
Penalties	46	50	59
Interest (Overdue Accounts Receivable)	11	21	28
Sub-Total	**17,918**	**19,009**	**20,882**
Government Funding (Budget 2009)	1,428	118	(11)
Annual (Deficit) Surplus	**(2,462)**	**(551)**	**1,985**
Cumulative (Deficit) Surplus	**(7,397)**	**(7,948)**	**(5,963)**
Employment EI Premium Rate[c]	**2011**	**2012**	**2013**
(% of Insurable Earnings)			
Quebec	1.41%	1.47%	1.52%
Canada (other than Quebec)	1.78%	1.83%	1.88%

[a] The EI Operating Account is a consolidated Specified Purpose Account and is included in the financial reporting of the Government of Canada. Consolidated Specified Purpose Accounts are used principally where the activities are similar in nature to departmental activities and the transactions do not represent liabilities to third parties but, in essence, constitute government revenues and expenditures.

[b] Represents write-offs and estimates of uncollectible account receivables for benefit overpayments and penalties imposed.

[c] Employers contribute 1.4 times the employee EI premiums. The EI premium rate is lower in Quebec than the rest of Canada due to the reduction for maternity, parental and adoption benefits, as Quebec has had a provincial plan since 2006 to provide these benefits.

Note: Totals may not add due to rounding.

Revenues from EI premiums increased in 2012–13 due to an increase in insurable earnings resulting from the growth in employment and wages and higher premium rates. EI benefit payments decreased compared to 2011–12 due to a decrease in the number of beneficiaries, partially offset by an increase in average weekly benefits. Revenues exceeded expenditures by $2.0 billion, reducing the cumulative deficit in the EI Operating Account to $6.0 billion.

More detailed information is reported in the 2012–13 audited EI Operating Account financial statements that are included in the *2013 Public Accounts of Canada*, Volume 1, Section 4.*

HRSDC also offers information on Employment Insurance on its website,** including on the authority, objectives and details of the program, as well as links to actuarial reports and the EI Commission's annual Monitoring and Assessment Reports.

* For further information, see **www.tpsgc-pwgsc.gc.ca/recgen/txt/72-eng.html**.

** For further information, see **www.hrsdc.gc.ca/eng/jobs/ei/index.shtml**.

Canada Pension Plan

The following table summarizes the financial results for the Canada Pension Plan (CPP) from 2010–11 to 2012–13. More information relating to 2012–13 is reported in the CPP financial statements, which can be found in the *2013 Public Accounts of Canada*, Volume 1, Section 6, available at **www.tpsgc-pwgsc.gc.ca/recgen/cpc-pac/index-eng.html**.

Canada Pension Plan – Summary

	2010–11	2011–12	2012–13	
($ millions)	Actual		Forecast	Actual
Revenue				
Contributions	37,069	38,925	41,087	41,655
Investment Income				
Canada Pension Plan	2	2	3	3
CPP Investment Board[a]	15,558	9,936	8,607	16,736
Total Investment Income	15,560	9,938	8,610	16,739
Total Revenue	**52,629**	**48,863**	**49,697**	**58,394**
Expenditures				
Benefit Payments	31,598	33,288	35,446	35,590
Administrative Expenses[b]	850	1,180	1,084	1,076
Total Expenditures	**32,448**	**34,468**	**36,530**	**36,666**
Increase / Decrease	20,181	14,395	13,167	21,728
Year-end Balance	151,601	165,996	179,163	187,724

[a] CPP Investment Board actual amounts are based on their audited financial statements. The CPP Investment Board invests mainly in equities and fixed income securities. The investment income is composed of realized gains and losses from investments, unrealized gains and losses on investments held at the end of the period (change in fair value) and foreign exchange gains and losses. For 2012–13, there was a net investment gain.

[b] Administrative expenses include CPP administrative expenses as well as CPP Investment Board administrative expenses.

Note: All amounts from this table for 2010–11 and 2011–12 are the consolidated amounts found in the audited CPP annual financial statements. Totals may not add due to rounding.

Government Annuities Account

The table below summarizes the financial results for the Government Annuities Account from 2010–11 to 2012–13. Source of the figures is the Report of the Chief Actuary on the Government Annuities as at March 31, 2013.

Government Annuities Account – Statement of Operations and Actuarial Present Value of Accrued Benefits

	Actual		
($ millions)	**2010–11**	**2011–12**	**2012–13**
Actuarial present value of accrued benefits – Balance at Beginning of Year	**243.5**	**221.3**	**201.6**
Income	15.8	14.4	13.1
Payments and Other Charges	35.8	33.0	30.4
Excess of Payments and Other Charges Over Income for the Year	20.0	18.6	17.3
Actuarial Surplus	2.2	1.1	1.2
Actuarial present value of accrued benefits – Balance at End of the Year	**221.3**	**201.6**	**183.1**

Civil Service Insurance Fund

The table below summarizes the financial results for the Civil Service Insurance Fund from 2010–11 to 2012–13.

Civil Service Insurance Fund – Statement of Operations and Balance

	Actual		
($ millions)	**2010–11**	**2011–12**	**2012–13**
Opening Balance	**5.5**	**5.2**	**5.0**
Receipts and Other Credits	0.0	0.0	0.0
Payments and Other Charges	0.3	0.2	0.1
Excess of Payments and Other Charges Over Income for the Year	0.3	0.2	0.1
Balance at End of the Year	**5.2**	**5.0**	**4.9**

Canada Millennium Scholarship Foundation Excellence Awards Fund

In accordance with *Budget Implementation Act 2008*, the Canada Millennium Scholarship Foundation ended after its ten-year mandate. This Specified Purpose Account was established by way of an agreement between Canada Millennium Scholarship Foundation and Human Resources and Skills Development Canada (HRSDC) in order for HRSDC to administer the remaining Excellence Awards payments to eligible students upon the dissolution of the Canada Millennium Scholarship Foundation. The transfer of funds also includes the costs of administering this program on behalf of the Canada Millennium Scholarship Foundation.

HRSDC will administer the remaining Excellence Awards disbursements from January 1, 2010 until December 31, 2013. After this date, HRSDC will transfer any funds remaining in the account to the Consolidated Revenue Fund.

Canadian Millennium Scholarship Foundation Excellence Awards Fund – Statement of Operations and Balance

	Actual		
($ millions)	2010–11	2011–12	2012–13
Opening Balance	**14.4**	**7.3**	**3.2**
Income and other credits	0.0	0.0	0.0
Payments and other charges	7.1	4.1	2.2
Excess of payments and other charges over income for the year	7.1	4.1	2.2
Closing Balance	**7.3**	**3.2**	**1.0**

Statutory Annual Reports

Old Age Security

The Old Age Security program is one of the cornerstones of Canada's retirement income system. Benefits include the basic Old Age Security pension, the Guaranteed Income Supplement and the Allowance. The Old Age Security program is financed from Government of Canada general tax revenues. The following tables present information on monthly benefits, beneficiaries and payments by province or territory.

Summary of Maximum Monthly Benefits

(dollars)	Basic Pension	Income Supplement		Allowance		
		Single	Married	Regular	Survivor	Increase
Monthly benefit by fiscal year						
2012–13 Actuals						
January 1, 2013	546.07	740.44	490.96	1,037.03	1,161.01	0.2%
October 1, 2012	544.98	738.96	489.98	1,034.96	1,158.69	0.0%
July 1, 2012	544.98	738.96	489.98	1,034.96	1,158.69	0.9%
April 1, 2012	540.12	732.36	485.61	1,025.73	1,148.35	0.0%
2012–13 Estimates						
January 1, 2013	550.44	746.36	494.89	1,045.33	1,170.31	0.4%
October 1, 2012	548.25	743.39	492.92	1,041.17	1,165.65	0.6%
July 1, 2012	544.98	738.96	489.98	1,034.96	1,158.69	0.9%
April 1, 2012	540.12	732.36	485.61	1,025.73	1,148.35	0.0%
2011–12 Actuals						
January 1, 2012	540.12	732.36	485.61	1,025.73	1,148.35	0.4%
October 1, 2011	537.97	729.44	483.68	1,021.65	1,143.78	0.8%
July 1, 2011	533.70	723.65	479.84	1,013.54	1,134.70	1.3%
April 1, 2011	526.85	665.00	439.13	965.98	1,070.78	0.0%
Maximum amount paid (annual benefits)						
2012–13 Actuals	6,528.45	8,852.16	5,869.59	12,398.04	13,880.22	2.9%
2012–13 Estimates	6,551.37	8,883.21	5,890.20	12,441.57	13,929.00	3.2%
2011–12 Actuals	6,415.92	8,551.35	5,664.78	12,080.70	13,492.83	0.0%

Number of Persons Receiving Old Age Security Benefits by Province or Territory and by Type

Province or Territory	March 2012				March 2013			
	Old Age Security (OAS) Pension	Guaranteed Income Supplement (GIS)	Allowance	GIS as % of OAS	Old Age Security (OAS) Pension	Guaranteed Income Supplement (GIS)	Allowance	GIS as % of OAS
Newfoundland and Labrador	84,445	47,703	3,958	56.49	88,197	48,082	3,670	54.52
Prince Edward Island	22,798	9,718	604	42.63	23,888	9,906	543	41.47
Nova Scotia	155,321	62,332	3,926	40.13	161,968	63,570	3,609	39.25
New Brunswick	124,167	56,964	4,039	45.88	129,640	59,097	3,850	45.59
Quebec	1,267,365	562,988	29,264	44.42	1,312,559	570,181	28,045	43.44
Ontario	1,854,894	525,203	27,955	28.31	1,930,375	550,870	26,413	28.54
Manitoba	173,708	56,708	2,835	32.65	179,319	55,990	2,534	31.22
Saskatchewan	152,502	52,019	2,606	34.11	155,178	50,547	2,223	32.57
Alberta	402,422	118,293	5,279	29.40	420,376	117,761	4,710	28.01
British Columbia	668,600	215,530	12,082	32.24	698,003	219,675	11,543	31.47
Yukon	3,116	866	45	27.79	3,341	882	30	26.40
Northwest Territories[a]	3,488	1,620	112	46.44	3,629	1,597	111	44.01
International[b]	99,151	8,119	55	8.19	98,337	8,015	53	8.15
Total	**5,011,977**	**1,718,063**	**92,760**	**34.28**	**5,204,810**	**1,756,173**	**87,334**	**33.74**

[a] Data for Nunavut are included.

[b] "International" refers to OAS and GIS payments made to individuals qualifying under an International Social Security Agreement (ISSA). ISSAs are used to help new immigrants in Canada meet the 10 year requirement for payment of the OAS and GIS pension in Canada. Under these arrangements, new immigrants can qualify for partial OAS and GIS benefits.

Old Age Security Payments, by Province or Territory and by Type
Fiscal Year 2012–13

(dollars) **Province or Territory**	**Old Age Security (OAS) Pension**	**Guaranteed Income Supplement**	**Allowance**	**Total**
Newfoundland and Labrador	564,720,829	221,199,371	24,247,021	810,167,221
Prince Edward Island	152,300,109	44,405,008	2,897,884	199,603,002
Nova Scotia	1,034,272,412	271,962,787	20,961,982	1,327,197,180
New Brunswick	829,346,855	267,542,072	24,170,731	1,121,059,659
Quebec	8,333,045,772	2,717,579,601	159,778,667	11,210,404,040
Ontario	11,741,225,128	3,120,085,022	179,499,437	15,040,809,587
Manitoba	1,142,195,490	266,618,053	16,439,660	1,425,253,202
Saskatchewan	1,004,730,100	237,721,468	15,423,222	1,257,874,790
Alberta	2,604,510,175	635,183,376	31,997,956	3,271,691,506
British Columbia	4,195,374,720	1,264,548,384	77,293,525	5,537,216,630
Yukon	20,994,323	4,391,248	215,307	25,600,878
Northwest Territories[a]	23,258,781	9,486,105	885,631	33,630,517
International[b]	157,995,872	86,712,899	506,494	245,215,265
Total	**31,803,970,566**	**9,147,435,393**	**554,317,515**	**41,505,723,475**
Recovery tax portion of OAS	**(1,214,064,895)**	–	–	**(1,214,064,895)**
Total including recovery tax	**30,589,905,671**	**9,147,435,393**	**554,317,515**	**40,291,658,580**

[a] Data for Nunavut are included.

[b] "International" refers to OAS and GIS payments made to individuals qualifying under an International Social Security Agreement (ISSA). ISSAs are used to help new immigrants in Canada meet the 10 year requirement for payment of the OAS and GIS pension in Canada. Under these arrangements, new immigrants can qualify for partial OAS and GIS benefits.

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